

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



**ITEM: 3.17
(ID # 14617)**

MEETING DATE:
Tuesday, April 27, 2021

FROM: HOUSING, HOMELESSNESS PREVENTION AND WORKFORCE SOLUTIONS:

SUBJECT: HOUSING, HOMELESSNESS PREVENTION AND WORKFORCE SOLUTIONS / WORKFORCE DEVELOPMENT DIVISION (HHPWS/WDD): Workforce Innovation and Opportunity Act (WIOA) Riverside County Workforce Development Local Plan and Inland Empire Regional Workforce Development Plan for Program Years 2021-2024; All Districts. [0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve and authorize the submission of the Workforce Innovation and Opportunity Act Program Year 2021-2024 Riverside County Workforce Development Local Plan to the California Workforce Development Board;
2. Approve and authorize the submission of the Workforce Innovation and Opportunity Act Program Year 2021-2024 Inland Empire Regional Workforce Development Plan to the California Workforce Development Board; and
3. Authorize the Assistant Director of Workforce Development to modify the Workforce Innovation and Opportunity Act Local Plan and the Inland Empire Regional Plan as necessary to ensure compliance and adhere to direction from the California Workforce Development Board.

ACTION: Policy


Heidi Marshall, Director 4/2/2021

MINUTES OF THE BOARD OF SUPERVISORS

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

Ayes: Jeffries, Spiegel, Washington, Perez, and Hewitt
Nays: None
Absent: None
Date: April 27, 2021
xc: HHPWS

Kecia R. Harper
Clerk of the Board

By: 
Deputy

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FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$0	\$0	\$0	\$0
NET COUNTY COST	\$0	\$0	\$0	\$0
SOURCE OF FUNDS: N/A			Budget Adjustment:	No
			For Fiscal Year:	N/A

C.E.O. RECOMMENDATION: Approve.

BACKGROUND:

Summary

WIOA requires Local Workforce Development Boards to submit multi-year Local Plans for services in Workforce Development Areas (Local Area) and Regional Plans for Regional Planning Units (RPUs) to define strategies for workforce development that are responsive to the employment needs of businesses, job seekers, and employees. The Riverside County Workforce Development Board's (WDB) Program Years 2021-2024 Local and Regional Plans are due April 30, 2021.

On March 17, 2021, the Riverside County Workforce Development Board reviewed both the Local and Regional Plan.

WIOA required Regional Plans and partnerships function under the California Workforce Development Board's (CWDB) State Plan as the primary mechanism for aligning educational and training provider services with regional industry sector needs in California's WIOA RPUs. The Inland Empire Regional Planning Unit (IERPU) includes the WDB and the San Bernardino Workforce Development Board (SBWDB). California state law requires coordination between the K-12, Community College, and WIOA systems and requires the use of sector strategies as the operational framework for the workforce system. In leading the development of the Regional Plan, the IERPU included key stakeholders and customers across the region to participate in the assessment of current workforce activities, including those funded through WIOA and those funded through other sources.

IERPU boards will oversee the implementation of the Regional Plan while the WDB will oversee the Local Plan implementation. Together with partners, they will work to ensure services are effectively meeting the needs of employers while transitioning residents to gainful employment, breaking the cycles of poverty, and increasing economic equity for long lasting prosperity.

Consistent with State of California Employment Development Department (EDD) requirements, the Local and Regional Plans were made available for public review and comment for a 30-day period beginning March 8, 2021. A public notice on how to access the plans for review and comments was posted on the WDB's website, and sent to stakeholders across the region announcing the availability of the plans. Public comments received within the comment period

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that express disagreement with the plans will be submitted to the Governor along with the plan(s).

Upon review of the Regional and Local Plans, the CWDB will send each Local Board a letter advising them of the approval status. If the CWDB has any revision requests for either plan, they will send them at this time. The department is requesting that the Assistant Director of Workforce Development be approved to make revisions as necessary prior to the implementation of the plan.

Impact on Residents and Businesses

While the Regional Plan outlines the implementation of the workforce development system at the regional level, the Local Plan describes the workforce system in the County and how to achieve the WDB's vision of "Infinite Opportunity, Lasting Prosperity." The Local Plan was developed with focus on the vision while gathering input from partners and key stakeholders representing education, labor, economic development, community-based organizations, and businesses. Partners, stakeholders, and customers participated in a series of Stakeholder forums held virtually to provide feedback and assess local workforce activities as well as the workforce development system. Their input was used to develop the Local Plan.

SUPPLEMENTAL

Additional Fiscal Information

Approval of this item will not impact Discretionary General Funding (Net County Cost) as funding is fully provided through the Workforce Innovation and Opportunity Act (WIOA)

ATTACHMENT:

- WIOA Program Year 2021-2024 Riverside Local Workforce Development Plan
- WIOA Program Year 2021-2024 Inland Empire Regional Workforce Development Plan


Steven Atkeson

4/19/2021


Gregory L. Priamos, Director County Counsel

4/8/2021

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of California™



Riverside County
Workforce Development Board
2021 - 2024
Local Workforce Development Plan

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APR 27 2021 3.17

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Executive Summary

Riverside County Workforce Development Board (RCWDB) has developed this local workforce development plan as part of a planning process to address the needs of the Riverside County community over the next four years. The purpose of the planning process and this plan is to develop equitable, regional, sector-based career pathways in target sectors, ensuring access and inclusion for all of the County's job seekers and organizations, while meeting the needs of the business community. Riverside County is a recipient of Workforce Innovation and Opportunity Act (WIOA) funding, and the County has ensured this process and plan document are in alignment with the Inland Empire 2021 - 2024 Regional Workforce Development Plan and the State of California Workforce Development Board (CWDB)'s Unified Strategic Workforce Development Plan.

The RCWDB began planning by conducting an inclusive process gathering input for this plan from partner organizations, employers and other stakeholder in a series of interactive virtual meetings held between December 2020 and January 2021. Participants in these meetings were asked to provide ideas for how the County's American Job Centers of California (AJCCs) and local workforce development system can meet the needs of the community in five key areas: responding to COVID-19; developing career pathways to the middle class; providing access and inclusion for all; preparing for the future of work; and building a high road workforce system. The project team worked together with the members of both regional workforce development boards, the San Bernardino County Workforce Development Board and the RCWDB, to process the input received and incorporate it into both the regional and local plans.

The RCWDB's mission is to "provide leadership to the workforce development system in Riverside County by supporting economic development and talent management". Using this vision as a guide, five key goals were developed as a result of the planning process and form the backbone of this workforce development plan under the following categories: 1) Sector-Based Career Pathways, 2) High Road Workforce System, 3) Access and Inclusion for All, 4) Future of Work, and 5) Response to COVID-19.

Section I reviews the five key goals developed by the RCWDB and its partners. For sector-based career pathways, the sectors of focus for RCWDB and the AJCC System include Construction; Transportation and Warehousing; Healthcare and Social Assistance; Manufacturing; Retail Trade; Administrative Support and Waste Remediation Services; and Other Services, Excluding Public Administration. Section II covers the coordination of WIOA core and required partners, including a description of the AJCC System Partners, their services, goals of the system, how access is facilitated for various populations and how services are made accessible for individuals with disabilities (IWD).

Key coordination occurs with state agencies and programs to serve CalFresh E&T job seekers, IWD (California Department of Rehabilitation) and local agencies who serve English Language Learners (ELL), foreign born individuals and refugees, which is covered in Section III. Section IV describes the manner in which coordination happens with statewide rapid response and includes descriptions of adult and dislocated worker services and youth services. Next, the section ends with a description of planned staff training in critical service areas such as digital fluency, distance learning and cultural competencies. Finally, a description of how RCWDB meets requirements for coordinating the AJCC Operator role and Career Services is provided at the end of the section.

Each section of this plan discusses how it aligns with the CWDB's priorities to foster demand-driven skills attainment, provide high road employment, ensure equity and economic justice and align/coordinate services across the region. Appendices provided at the end provide additional documentation on the process, the RCWDB goals, agreements in place for operationalizing services and public comment received about the plan.

I. Introduction and Overview

The economy and the workforce are currently in a period of significant transition, brought upon by an international pandemic. Many local businesses were forced to close, workers lost their jobs and families struggled with new stressors, such as virtual schooling and shelter-in-place restrictions. For those that remained employed, some faced new health and safety risks on the job, while others were forced to quickly adapt to remote working situations. These conditions brought new workers into the gig economy who picked up contract work as a way to maintain income after they lost their jobs. Others who were furloughed from the job may not return due to the advancement of automation and technology, particularly in sectors such as manufacturing.

Riverside County (RC) continues to manage a pandemic response, attempting to begin recovery from it while remaining aware of how changes to the economy due to automation, the gig economy, remote work and new technology will all play a role. However, with new challenges comes new opportunities. Longstanding issues, such as closing the digital divide, took on renewed attention during the course of the pandemic and creative solutions have come about as a result. There is also newfound hope for creating high road employment opportunities as health and safety on the job will be critically analyzed in the coming years, ideally leading to higher job quality. Within this context, the Riverside County Workforce Development Board (RCWDB) brought their partners together to take advantage of new opportunities and develop solutions that will create accessible career pathways to high road jobs for everyone across the County.

The Riverside County Workforce Development Board

The RCWDB is the Local Workforce Development Board (LWDB) for Riverside County. The RCWDB is located in the Inland Empire region of Southern California and is a partner of the Inland Empire Regional Planning Unit (IERPU), which also includes the San Bernardino County Workforce Development Board (SBCWDB).

The 29-member RCWDB operates workforce programs for the County under the guidance of the California Workforce Development Board (CWDB), funded by the Workforce Innovation and Opportunity Act (WIOA). The County of Riverside's Workforce Development Division (WDD) administers RCWDB activities and oversees service delivery through America's Job Centers of California (AJCCs), which are locally known as the Riverside County Workforce Development Centers (WDCs), along with AJCC MOU Partners. The WDCs are the hub of the countywide service delivery for workforce and business services. WDCs are located in the cities of Riverside, Indio, Hemet and Moreno Valley; one satellite office located in Blythe; and six Youth Opportunity Centers (YOCs) are located in Indio, Perris, Lake Elsinore, Moreno Valley, Hemet, and Rubidoux.

Roles of the RCWDB

There are five key roles that RCWDB plays in the workforce space for Riverside County:

- 1) **Convener:** Bringing together business, labor, education, and economic development to focus on community workforce issues
- 2) **Workforce Analyst:** Developing, disseminating and understanding current labor market and economic information and trends
- 3) **Broker:** Bringing together systems to solve common problems, or broker new relationships with businesses and workers
- 4) **Community Voice:** Advocating for the importance of workforce policy, providing perspective about the need for skilled workers
- 5) **Capacity Builder:** Enhancing the region's ability to meet the workforce needs of local employers

Regional Committees

Three Regional Committees of the RCWDB represent the County's Eastern, Western and Southwestern regions. Each committee is comprised of RCWDB members and stakeholders that have a vested interest in the workforce services and advocacy in their respective areas. The RCWDB Executive Committee receives recommendations from these advisory committees. The recommendations are related to each committee's key strategies that align with the RCWDB's Strategic Plan and goals.

Planning Process

Guided by the CWDB and the Employment Development Department's (EDD) directive WSD20-05, the RCWDB and WDD engaged key partners and the Riverside County community in a process to develop this 2021-2024 Local Plan. A local workforce development plan covering a four-year period submitted to the State by each local workforce development board (LWDB) is required by WIOA. The process included a number of partner input meetings to develop this plan in an inclusive and thoughtful manner that brought forward the best ideas for local workforce development efforts. The planning process began in late November 2020, included several regional and local partner meetings in December 2020 and January 2021 and concluded with a draft of this plan posted for public review in March 2021 (see Appendix C for results of the public comment). For a summary of community and stakeholder input during the planning process, please see Appendix A.

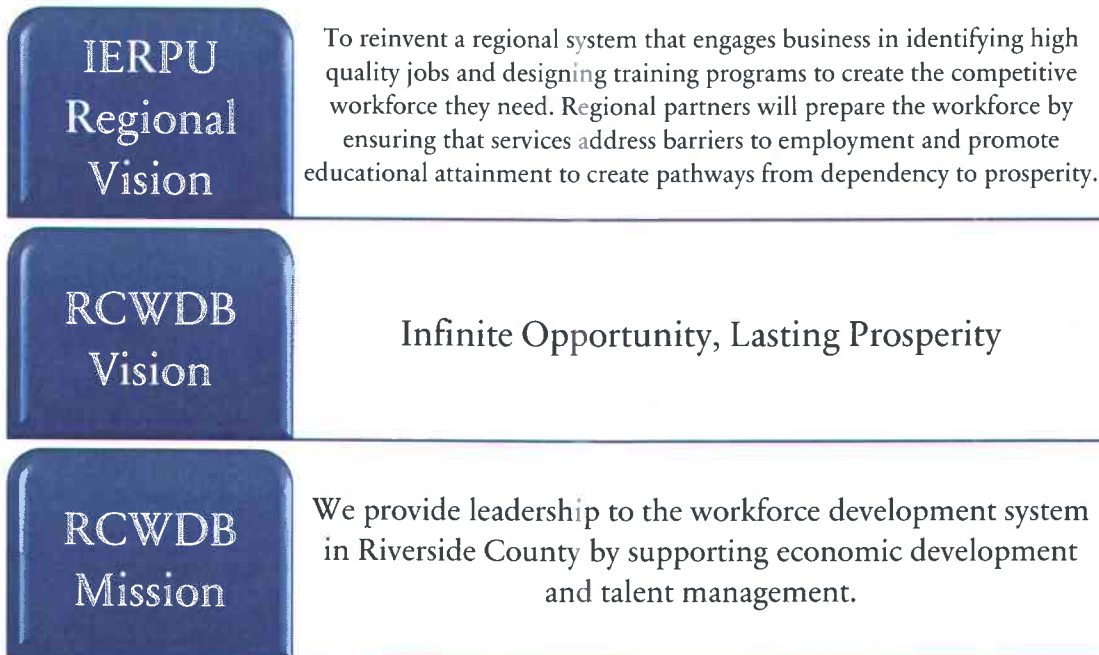
This final plan was approved on April 21st, 2021 by the Riverside County Workforce Development Board and on April 27th, 2021 by the Riverside County Board of Supervisors.

II. Local Context

Strategic Vision

This plan and the process to develop it was guided by the regional vision of the IERPU, aligned with RCWDB's own vision and mission as described in Figure 1.

Figure 1: Regional and Local Workforce Development Strategic Vision and Mission



Local Workforce Goals

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

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

RCWDB will routinely update these sector-based career pathways to reflect current economic conditions as well as emerging sectors and occupations.

2. **High Road Workforce System:** Utilize outcomes of the annual Joint AJCC Partnership meeting to facilitate the necessary partnerships and organizational development among the workforce development boards, WDCs, YOCs, and other key partners to support high road employment
3. **Access and Inclusion for All:** Work with Core Partners and WDCs/YOCs to improve access to technology, build digital literacy skills, develop population-specific programs and support organizational development that drives equity and high road principles
4. **Future of Work:** Prepare for and respond to changes or updates in response to automation, gig economy, remote work
5. **Response to COVID-19:** Comprehensive response to COVID-19, as part of a County culture of adaptiveness, flexibility and acceptance of change

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

Sector Based Career Pathways

In an effort to ensure that job seekers in RC have equitable access to high road jobs, the RCWDB offers sector-based career pathway development. Sector-based workforce development allows programs to develop specific skills sets for job seekers working with employers in a particular sector. It is a venerable approach that yields results for businesses and job seekers alike. Below, in Figure 2, examples of sector-based training for six of RCWDB's focus sectors under Goal #1 is provided.

Figure 2: RCWDB Sector-Based Training Opportunities



III. WIOA Core and Required Partner Coordination

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

Riverside County (RC) AJCC Mission and System Value Propositions

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

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

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

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

Coordination of WIOA Core and Required Partners

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

The OSO’s main function is to ensure continuity of services for job seekers among the WDC partners throughout Riverside County. The OSO ensures the coordination of services between partnering agencies and customers. The goal is to ensure services offered are being provided to customers whether it be via job-readiness, career development, employment, and vocational training services.

Monthly, Quarterly and Annual Partner Meetings

The OSO facilitates monthly AJCC MOU Partner Meetings with each of the regional partner groups, which include Eastern Region (Indio + Blythe WDCs), Southwestern Region (Hemet WDC), Western Region (Riverside + Moreno Valley WDCs) where key updates are shared, emerging system coordination needs are addressed and working groups report back. The monthly meetings are also an opportunity for the Employer Services Teams (ESTs) for each region to collaborate. On a quarterly and an annual basis, the partners for all regions are brought together to collaborate on services and the AJCC systems throughout the entire County.

Individual MOU Partner Review Meetings

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

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

Table A: CQI Activities for AJCC MOU Partners

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

Participating in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross trained

Maintaining a license to use all of the space of the WDCs for the sole purpose of conducting acceptable WDC services as outline in the MOU

Maintaining confidentiality per the MOU agreement

Providing Priority of Service to veterans and individuals with barriers to employment such as those receiving public assistance, low-income individuals, and job seekers who are basic skills deficient when providing career services

Co-Enrollment and Common Case Management

Partners recognize that they must work together to maximize the supportive services available. Co-enrollments are utilized to leverage resources and provide services that meet the needs of their mutual customers and job seekers. For example, childcare continues to be the most expensive of all supportive services and limits the number of job seekers that one agency can assist. Yet, the service is critical for parents with young children to enter employment. Another example is job seekers receiving public assistance, such as CalWORKS and/or Temporary Aid to Needy Families (TANF), are provided with childcare assistance through the Riverside County Department of Public Social Services (DPSS), allowing AJCC Partners to focus on training services and other supportive services that these job seekers may need.

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

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

The partners are committed to continuously seeking new resources to expand supportive services. Co-enrollment has assisted the partners in streamlining resources while ensuring that job seekers have the services they need.

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

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

As noted above, RCWDB and the AJCC MOU Partners are utilizing Connect IE to facilitate access across the County for job seekers, including for those in remote areas. The free online website provides IE residents from different zip codes with community resources 24/7. It can connect residents to housing services, job trainings, food pantries, transportation, and other low-cost or free programs as well as be used by organizations to make and track referrals to one another.

Mobile One Stop (M-1)

The RCWDB invested in the development of a Mobile One-Stop (M-1) as an alternative to bring services to under-served jobseekers located in remote communities in Riverside County. The M-1 has also served business recruiting new hires or businesses affected by layoffs. In 2019, a new wrap was placed on the exterior, making this vehicle stand out when used onsite for employer recruitments or job fairs. There are seven individual computer stations inside and the M-1 is in the process of getting a tech upgrade that includes new, faster computers to facilitate enhanced services for job seekers.

In the local workforce planning process, RCWDB developed Goal #3, to continue improving access to services, supported by technology, particularly for remote areas. Tactics to achieve this include maintaining diversity of partner organizations to serve remote areas and special populations, and supporting access to and providing information about affordable Wi-Fi in County agencies and partner organizations. Indicators of success include increased access to affordable Wi-Fi throughout the County and increased access to digital literacy training through WDC/YOC workshops and programs, or through partner collaboration.

Finally, Goal #5 provides a framework for an ongoing response to COVID-19 and specific to access, the system plans to provide more accessible and safer in-person interaction through co-locating staff in remote regions of the County such as at County offices, libraries, community colleges and nonprofit partners.

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

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

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

RCWDB has implemented a Family-Centered Employment Initiative to combine community resources and focus on families and youth, in addition to adult populations, for the future of the County and region. The RCWDB has established and continues to cultivate business, non-profit, and educational partnerships that will reinforce several of the key components of the family-centered employment approach. An example of this initiative in practice is RCWDB's partnership with the DPSS to provide Subsidized Employment for job seekers receiving DPSS services. DPSS, in turn, provides childcare services for eligible low-income families that access workforce services through RCWDB and AJCC MOU Partners.

Financial empowerment is also a key support for developing career pathways. To address this, the Hemet WDC applied for and was granted an additional designation as an EnVision Center, part of a Housing and Urban Development (HUD) initiative. The EnVision Centers initiative addresses poverty through intentional and collective efforts across a diverse set of organizations needed to assist households in becoming self-sufficient. The mission of the initiative is to provide communities with centralized hubs for support in the following four pillars: 1) economic empowerment, 2) educational advancement, 3) health and wellness, and 4) character and leadership. Designated in 2020, the Hemet WDC/EnVision Center serves clients with financial empowerment and access to healthcare as well as workforce development, including training at local community colleges and AJCC MOU Partner organizations.

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

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

Article XV of the MOU states:

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

The AJCC Hallmarks of Excellence Assessment found that the Indio and Riverside WDCs are equipped with assistive technology and auxiliary aids to ensure IWD have equal accessibility (note: the Hemet and Moreno Valley locations were designated as AJCCs subsequent to the most recent Hallmarks of Excellence Assessment). Both WDCs received a “5” out of “5” on the accessibility hallmark. In order to ensure programmatic accessibility and improved awareness of best practices in serving IWD, staff are regularly trained using the Windmills program, provided by the Department of Rehabilitation. In addition, RC has an Equal Opportunity Officer who regularly ensures RCWDB and its partners are meeting accessibility standards.

IV. State Strategic Partner Coordination

Strategic Coordination

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

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

Coordination with County Health and Human Services to Serve CalFresh E&T Job Seekers
On an operational level, RCWDB works closely with DPSS to serve CalFresh applicants and recipients, who can access services through many points of entry. The County's self-service online tool, www.C4yourself.com can be used to apply and recertify for CalWORKs, CalFresh, and Medi-Cal benefits. There is also a C4Yourself mobile app, available on Android and Apple platforms. Residents can apply by visiting or calling one of the fourteen DPSS district offices in Riverside County. DPSS administers the CalFresh Employment and Training (E&T) program, which provides a multitude of job search training, education, job retention, and supportive services. Some examples of these services include employment counseling, obtaining job leads, resume building, mock interviews, internet access, online tutorials, Occupational Information Network (O*Net) tools, and Comprehensive Adult Assessment System (CASAS) testing.

The County coordinates service delivery for CalFresh recipients with RCWDB and AJCC MOU Partners by cross-training staff at partner organizations about the services available under both county departments. They share CalFresh E&T fact sheets for front line staff and work together organizing Job and Resource Fairs that benefit job seekers of all programs in the community, including CalFresh recipients. Partner agencies and DPSS program staff share the use of Connect IE to help connect individuals to workforce services and supportive services as needed.

Through their work with the WDCs and MOU Partners, CalFresh E&T job seekers will also be connected to sector pathways programs in the local area and the region. The RCWDB's strategy to serve job seekers who access CalFresh E&T blends and braids resources to provide the job seekers with streamlined, integrated service delivery.

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

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

To access employment services, clients are required to have an initial assessment, including enhanced investigation to determine the client's ability to participate in work readiness activities. Eligible job seekers then receive employment and training services such as assessments, aptitude testing, and the development of an individual employment plan. In addition to these employment services, DCSS and WDC staff refer job seekers to the County of Riverside Community Action Partnership (CAP). CAP facilitates opportunities towards self-sufficiency through education, wealth building, utility assistance, and emergency funding (CAP Cares) among other services.

The DCSS Child Support Resource Team is connected to numerous RC stakeholders in connection with RCWDB and AJCC MOU Partners, which facilitates service coordination. They have provided trainings and/or presented at jails, prisons, DPSS offices, the County Probation office, the Salvation Army, city and county resource fairs, employment fairs, and community events—such as “Beloved Corona” and the Inland Empire Health Plan (IEHP) fair. As part of their “In Your Neighborhood” services, they present at the ten city and County public libraries, sending staff with laptops so that services can be provided on the spot.

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

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

Competitive Integrated Employment (CIE) is work performed by a person with a disability (including those with intellectual disabilities and developmental disabilities) within an integrated setting that includes both individuals with and without disabilities. RCWDB partners with the Inland Empire Local Partner Collaborative (IELPC) for CIE, which has a mission to enhance collaborative partnerships leading to improvements in the level and quality of services which

ultimately promotes the preparation and achievement of CIE for youth and adults with intellectual disabilities/developmental disabilities (ID/DD).

RCWDB is part of a Local Partnership Agreement (LPA) for the Inland Empire region developed and implemented by the California Department of Rehabilitation (DOR) Inland Empire District Office. This LPA is consistent with the AJCC System MOU and includes the SBCWDB, RCWDB, the DOR, and their respective partners. This Regional LPA has a primary focus on the promotion of collaboration, and engagement efforts leading to employment outcomes for individuals with ID/DD. In line with these efforts, the WDBs serve as a resource in effectively engaging and collaborating with current AJCC MOU partners and local businesses. Another key responsibility of the WDBs in this partnership is to provide workforce trends in the local communities to the IELPC core partners.

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

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

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

Individuals who are English Language Learners (ELLs), individuals who have low levels of literacy, and individuals facing substantial cultural barriers, including those who are foreign born and refugees, are a target population for the RC AJCC System Partners. Adult education schools are often the entry point for immigrants seeking employment services and training. As part of the MOU between RCWDB and the mandatory WIOA partners, and additional partners (Appendix E), RCWDB coordinates with Adult Education providers (listed in Attachment G of Appendix E). Additionally, RCWDB has a separate MOU with the College of the Desert to provide a staff person two to four times a month to provide services such as training on CalJOBS, referrals, and career exploration. These services are provided through the College's Career Center, which provides professional development services and workforce training for emerging and in-demand industries. This service was suspended in 2020 due to the pandemic, but RCWDB intends to resume it when it is feasible to do so.

RCWDB is in the process of executing an MOU with Learn 4 Life (a charter school) to provide services in their Murrieta site. RCWDB plans to co-locate career coaches throughout the community in the future also.

RCWDB has delivered trainings about workforce services available to partner organizations who serve ELL. They included information about eligibility, how to refer customers to WIOA services, opportunities for collaboration among partners, and protocols for co-enrollment or dual enrollment. At the request of Adult Education partners in the last local workforce plan modification process, RCWDB has also been sharing more information about how partners can qualify as Eligible Training Providers, primarily pre-pandemic and expected to resume as soon as possible.

In the Hallmarks of Excellence assessment for RC WDCs, it was noted that both Riverside and Indio have many bilingual staff fluent in several languages to serve ELL and related populations. In addition, as part of their continuous improvement plan, the RC AJCC system is working on a Limited English Proficiency Plan to have consistency across the system. RCWDB will continue partnership discussions with ELL, refugee and foreign-born service provider partners to continue ensuring services are coordinated with these populations.

V. WIOA Title I Coordination

All WIOA Title I programs are coordinated by the RCWDB and its OSO, delivered through the AJCC MOU Partners. Services provided to adults, dislocated workers and youth (ages 16-24) include, but are not limited to, orientation, WIOA eligibility and intake, individualized assessment, counseling, supportive services, internships, work experience, vocational training, and on-the-job training. Employer services include, but are not limited to, recruitments, job fairs, on the job training, lay-off aversion, and Rapid Response. Please see Tables B, C, and D below for more details on services provided.

Coordination of Workforce Development Activities with Statewide Rapid Response

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

The RCWDB also leverages its Employer Services Team (EST) to reach out to new employers and conduct business needs assessments of organizational sustainability. Whether the organization shows signs of distress or growth, the EST can provide resources to meet their needs. The goal is to identify any early warning signs of distress and provide the resources to retain the business and jobs. The EST also coordinates with partners including: Economic Development Organizations (City and/or County), the local Small Business Development Centers (SBDCs), and local chambers of commerce. These are also the first responders when an appointment has been set up with a business.

Adult Training Services

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

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

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

Table B: RC AJCC System Adult and Dislocated Worker Services

Basic Career Services	
<ul style="list-style-type: none"> • Referrals to community resources • Career guidance • Labor exchange services • Labor market information (LMI) • Eligibility for all AJCC/WDC programs • Information on program cost • Unemployment Insurance (UI) Information 	<ul style="list-style-type: none"> • Orientation • CalJOBS • Career resource center for self-service • Initial assessment of skills, aptitudes, abilities, supportive services • Information on Supportive Services
Individualized Career Services	
<ul style="list-style-type: none"> • Career assessments • Skill-level assessments • Career planning • IEP development • Case management • Work experience (WEX) • Career exploration • Networking basics • RivCo network • Personal accountability 	<ul style="list-style-type: none"> • Resume writing • Soft skills development • Supportive services • Stress solutions • Effective study skills • Essentials of credibility, composure, confidence • Computer literacy • Interview skills • Financial literacy
Talent Development	
<ul style="list-style-type: none"> • Combine workplace training with instruction (cooperative education) • Adult education literacy, numeracy, ESL activities (contextual) • On-the-Job Training (OJT) • Career and Technical Education • Customized training • Apprenticeships • Equivalency Exam (HSEE) prep 	<ul style="list-style-type: none"> • Incumbent worker training • Individual Training Accounts (ITA) • Skill upgrading and retraining • Transitional jobs • Entrepreneurial training • Career pathways training • Training programs operated by private sector • Customized training • Diploma/High School
Individualized Career Services: Talent Marketing	
<ul style="list-style-type: none"> • Job development • Pre-screening candidates • Hiring events • Industry specific job fairs • Job matching 	<ul style="list-style-type: none"> • Experience Unlimited • Career fairs • Job search services • Pre-hire testing • Job club

• Networking opportunities	• Job coaching
Supportive Services	
<ul style="list-style-type: none"> • Transportation • Fees for training certificates: CPR, food handler, driver's license • Referrals to food pantries, housing • Tattoo removal 	<ul style="list-style-type: none"> • Uniforms • Childcare • Training and work tools • Interviewing clothes • Books, supplies

Employer Services

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

Table C: RCWDB Employer Services

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

Youth Services

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

Young people will be preparing for a changing economic landscape as automation, AI and the gig economy become more prevalent in jobs across industries. A key to ensuring youth are prepared for this future is enhancing their employability skills, particularly in digital literacy and fluency.

RCWDB, along with its partners, will address this need in a few key ways:

- As a tactic for Goal #3 in Appendix B (Access and Inclusion for All), the RCWDB intends to provide training on digital fluency and distance learning to staff providing youth services in the County
- A second tactic for Goal #3 is to develop programs for IWD through the CIE partnership, which will include digital fluency and literacy training
- An indicator for Goal #4 in Appendix B (Future of Work) is to increase access to digital literacy training through WDC workshops and programs or through partner collaboration, which includes youth programming

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

Table D: YOC Youth Services

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

Assessment: AJCC Hallmarks of Excellence

The WDCs in RC have been certified under the Hallmarks of Excellence America's Job Center of California (AJCC) Certification program. The certification is a state-required process AJCCs undergo to compare their performance against key indicators and identify opportunities to improve. AJCCs

then set goals to meet benchmarks as part of a continuous improvement cycle. AJCCs undergo a regular assessment process to look for strengths and opportunities for continuous improvement.

In the last assessment, the Indio and Riverside WDCs (AJCCs) received rankings of “3” or higher out of “5” for most indicators related to physical accessibility, access for individuals with barriers to employment, effective partnerships, job seeker-centered services, skill development, labor and industry engagement, well-trained staff and data-driven continuous improvement (note: the Hemet and Moreno Valley locations were designated as AJCCs subsequent to the most recent Hallmarks of Excellence Assessment). All WDCs in the County also have continuous improvement plans in place to continue building upon their solid foundation of high-quality services as noted throughout this plan.

Staff Training

Digital Fluency and Distance Learning

As noted above, Goal #3 articulates a tactic of the RCWDB to provide training on digital fluency and distance learning to staff providing youth services in the County. The indicator of success here is 90% of County workforce staff trained in this area. RCWDB works with its IERPU partner, SBCWDB on regional staff training in this area and has already made progress on this goal with dozens of staff having completed two trainings in 2020 that had digital fluency and distance learning components:

- “Virtual Facilitation Bootcamp” (Pathways Consultants)
- “Demand Driven Business Engagement” (TAD Grants)

In 2021, there are more trainings being scheduled for staff, including “Shaking Hands Through the Phone and the Screen! How to Overcome the Technology Communication Gap With Innovative Remote Employment Counseling Techniques!” presented by Robbin and Associates.

Cultural Competency and Trauma-Exposed Populations

RCWDB and its partners will provide training on cultural competency to its staff on an ongoing basis that help them to understand the needs of and provide better services to its job seekers. This will include training to support trauma-exposed populations, as noted in Goal #3. There is currently continued training for frontline workforce staff for cultural awareness of multiple populations, such as disability awareness through the Windmills training provided by DOR and Mental Health First Aid from the National Council for Behavioral Health for supporting individuals with mental health challenges.

Upcoming training currently scheduled includes “Empowered Equity and Diversity in the Workplace”, which will explore how to be aware of individual biases, and how to make our work

places a barrier-free environment so customers get the best experience possible. RCWDB staff will review potential trainings for this specific population such as “Look Up and Beyond: Heart-centered Strategies That Build Trust, Connection and a Community for Success”, a training recently offered through the California Workforce Association and Substance Abuse and Mental Health Services Administration (SAMHSA)’s “Trauma Training for Criminal Justice Professionals”.

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

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

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

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

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

The RCWDB was most recently approved to be the Career Services Provider in Riverside County in 2019. The RCWDB has recently requested an extension of its Career Services Provider agreement through June 30, 2022.

VI. Conclusion

The RCWDB looks forward to implementing this local workforce development plan with its partners over the next four years. Taking a sector-based approach in Construction; Transportation and Warehousing; Healthcare and Social Assistance; Manufacturing; Retail Trade; Administrative Support and Waste Remediation Services; and Other Services, Excluding Public Administration. RCWDB and its AJCC MOU Partners seek to balance other critical elements, including the future of work, access and inclusion, building a high road employment system and managing the economic recovery from COVID-19.

A strong AJCC system, close coordination with state agencies for special populations and efficient coordination of WIOA services are tantamount for Riverside County to realize its mission to promote a workforce development system that supports economic vitality by creating opportunities for business, employees and job seekers.

Appendix A: Stakeholder and Community Engagement Summary

As part of the plan development process, the Riverside County Workforce Development Board held a series of input sessions to gain input into the plan areas and proposed goals.

Process

Sessions and Attendance

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Input Session	Riverside Local Partner Meeting	65	Session held 1/6
Board presentation	Riverside Workforce Development Board	n/a	Presented at board meeting 1/11
Input session	Employer partners	65	Session held 1/20/21

Format

All sessions were held via Zoom and leverage a collaborative whiteboard tool, Miro. The sessions included a mix of presenting information and then collecting input in small breakout rooms (max of 20 people) per breakout.

In larger sessions, information was added to the shared board space by a facilitator; in smaller sessions, individuals were given a brief training and added content to the board themselves for a virtual “gallery walk” to provide input.

After small group breakouts, we would debrief as a group.

Analysis

Review of the input sessions including leveraging the “top 3” presented by each breakout area (if the meeting had such a report back) as well as looking for repeated ideas/phrases, and the main facilitator’s observation of ideas that were well received during the course of each discussion and in collaboration with the plan writer.

Feedback

The workforce development boards received overall positive feedback that the meetings were highly engaging and inclusive, seeking input from both vocal participants, as well as leveraging chat feature to also incorporate feedback provided by less vocal participants – this allowed for a more inclusive participation format.

Breakout room facilitators reported that they were able to engage all participants effectively, and keep participation high.

Nearly all participants in sessions stayed online and engaged for the full meeting time.

Synthesis of Input

Overarching themes:

- Inclusive recovery from COVID-19 surface in all places, as well as consideration of barriers to employment that were highlighted or exacerbated by the pandemic.
- Participants highlighted several county and area initiatives that could model best practices for all partners to consider, particularly in regard to collaboration/silo-reduction.
- All sessions mentioned increasing opportunities for jobseekers, particularly those with higher barriers to employment, to provide input to improvements to services –and, as well, creating better avenues for getting employer input, while also educating them around participant barriers.
- Leveraging virtual services – the surge forward in using Zoom during COVID-19 broke down seeming barriers to working virtually with clients, and also identified barriers to access for some members of the community.
- Asset mapping surfaced in several conversations as a possible next step to identifying resources, looking for duplication of services/possible partnerships, and lifting up the assets of the community overall. They also specified some best practices to inform the region that will help spur things ahead.
- Working closely with all partners in the education system, along with employers, service providers and other partners will be crucial in designing creating viable programs.

These groups, in different ways, discussed ensuring the different needs of the rural vs. urban areas, and keeping in mind the variation in industries across the region.

Major discussion topics by theme

Access & Inclusion for All



- Ensure that under-served and under-represented groups have opportunities, and are also included in the decision-making process.
- Focus on education to promote long term change – both the education system, as well workforce’s role in education its partners.
- Use data to inform the decision-making process and demonstrate that we have movement within low-wage communities.
- Consider housing, disability status, system-involvement and other barrier in designing solutions. Additionally, supporting employers around navigating these barriers.
- Reach out and engage communities for input and ideas, such as through a survey or a task force.
- Emphasize creativity, collaboration and communication.

Future of Work



- Make a strong commitment to learn more about gig workers (as neither W2 nor entrepreneurship), as well as the impact of automation.
- Tie to access and inclusion work.
- Acknowledge that COVID-19 accelerated the impact of automation on how we work.
- Continue to ask questions about how remote working changes the landscape for all jobs.
- Focus on dignity, work/life balance and fulfillment as a part of the equation.
- Keep internet infrastructure (digital divide) in mind.

Appendix B: Riverside County Local Workforce Goals

Below are the Riverside County Local Workforce Goals for 2021-2024, along with associated tactics (how goals will be accomplished) and indicators (how success will be achieved).

Goal	Tactics	Indicators
<p>1. Sector-Based Career Pathways:</p> <p>Continue to develop and measure job seeker success in career pathways for both youth and adults with a focus on these sectors:</p> <ul style="list-style-type: none"> • Construction • Transportation and Warehousing • Healthcare and Social Assistance • Manufacturing • Retail Trade • Administrative Support and Waste Remediation Services • Other Services, Excluding Public Administration <p><i>Note: RCWDB will routinely update these sector-based career pathways to reflect</i></p>	<ul style="list-style-type: none"> • Coordinating with regional partners on Transportation/Logistics, Manufacturing and Healthcare • Leveraging work-based learning and earn and learn strategies such as apprenticeships and OJT • Developing Regional Indicators 1-4 	<ul style="list-style-type: none"> • As part of the IERPU, develop Regional Indicators 1-4 • Increase in the # of job seekers in existing apprenticeship programs • Development of at least one new apprenticeship or earn-and-learn program in target sectors

current economic conditions as well as emerging sectors and occupations

2. High Road Workforce System:

Utilize outcome of annual Joint AJCC Partnership meeting to facilitate the necessary partnerships and organizational development among the workforce development boards, WDCs, and other key partners to support high road employment

- Define “high road” employment and necessary skills and qualifications
- Develop a local small business engagement strategy that supports high road entrepreneurship
- Empower Employer Services staff at County and WDCs to identify and engage high-road employers
- Align County workforce strategy with cities

- Definition of high road employment and required skills and qualifications
- New and/or enhanced services and practices that support high-road employment
- Small business strategy to support high road entrepreneurship
- Improved communication and blended services between workforce, education and employers on high road principals
- Employers report that system is meeting their talent needs

3. Access and Inclusion for All:

Work with Core Partners and WDCs to improve access to technology, build digital literacy skills and support organizational development that drives equity and high road principles

- Build upon WDCs, YOCs and partner organizations for increased access to services
- Create an access and inclusion task force to identify and address community needs
- Staff training for job quality, trauma-informed services, digital fluency, distance learning and cultural competency
- Maintain diversity of partner organizations to serve remote areas and special populations
- Support access to and provide information about affordable Wi-Fi in

- 90% of staff are trained in job quality, trauma-informed services, digital fluency, distance learning and cultural competency
- Affordable and accessible Wi-Fi is more readily available in the County
- Increased access to digital literacy training through WDC/YOC workshops and programs or through partner collaboration
- Participation in shared regional technology solution for information and referral
- Addition of “job hotline” for job seekers to access information about

	<p>County agencies and partner organizations</p> <ul style="list-style-type: none"> • Incorporate digital literacy into training and service offerings • Develop programs for IWD through the CIE local partnership • Continue partnership with Prison to Employment program for justice-system involved individuals 	<p>workforce programs and services in the County</p> <ul style="list-style-type: none"> • Increased # of justice system-involved individuals who obtain employment • Increased # of IWD who obtain employment
<p>4. Future of Work (FOW):</p> <p>Prepare for and respond to changes or updates in response to automation, gig economy, remote work</p>	<ul style="list-style-type: none"> • Determine how to identify overlap of "gig" jobs and high road employment; how to help job seekers transition from gig work to regular employment • Determine/address impacts by population - older workers, youth, IWD, system-involved, etc. • Work with employers to better understand skills and qualifications for future jobs • Advocate with employers for development of new jobs that are high road, exploring opportunities for green tech jobs related to the new CARB facility • Training the future workforce for high road employment, including developing employability skills • Providing information and training opportunities to employers to support high road jobs in a changing economy 	<ul style="list-style-type: none"> • A collective list of new skills needed by employers for gig, remote and automation from regional FOW oversight committee • Alignment of WDC/YOC services and training with FOW skills and qualifications • Offering at least one new professional development opportunity to staff related to automation and new technologies • Increased access to digital literacy training through WDC/YOC workshops and programs or through partner collaboration

5. Response to COVID-19:

Implement a comprehensive response to COVID-19, as part of a County culture of adaptiveness, flexibility and acceptance of change

- Regular engagement with partners, job seekers and employers to understand health and safety issues
 - Development of new strategies to address issues, both short- and long-term
 - Provide more accessible and safer in-person services through co-location of staff in partner agencies, continue virtual services and improve upon them
 - Integrate new on-the-job Health and Safety considerations into services (e.g., social distancing, new OSHA or CDC policies likely to come into effect)
 - Support for surge occupation recruitment efforts from Employer Services staff
 - Development of metrics for measuring and determining effectiveness of communication and culture change
- Coordinated local strategy to address layoffs through Rapid Response and other services
 - Adjusted job seeker service delivery strategies, including long-term virtual service offerings
 - Co-locating staff in remote areas of the County for in-person services in County offices, libraries, community colleges and nonprofit agencies

Appendix C: Public Comments Received that Disagree with the Local Plan

During the public comment period, no responses were received.

Appendix D: Plan Signatures

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This Local Plan represents the Riverside County Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act (WIOA)*.

The WIOA 4 Year Riverside County Local Workforce Development Plan is submitted for the period of July 1, 2021 through June 30, 2025 in accordance with the provisions of WIOA.

Riverside County Workforce Development Board

Local Workforce Development Board Chair

Chief Elected Official

_____ Signature	_____ Signature
Patrick Ellis	Karen Spiegel
_____ Name	_____ Name
Chairperson	Chairperson of Board of Supervisors
_____ Title	_____ Title
_____ Date	_____ Date

ATTEST:
KECIA R. HARPER, Clerk
By [Signature]
DEPUTY

FORM APPROVED COUNTY COUNSEL
BY: [Signature] 4/27/2021
LISA SANCHEZ DATE

Appendix D: Plan Signatures

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

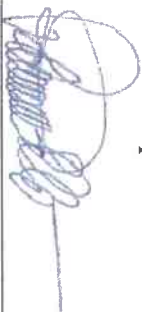
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Riverside County Workforce Development Board

Local Workforce Development Board Chair

Chief Elected Official



Signature

Signature

Patrick Ellis

Karen Spiegel

Name

Name

Chairperson

Chair of Board of Supervisors

Title

Title

4/21/2021

Date

Date

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Inland Empire

2021-2024

Regional Workforce Development Plan

Inland Empire Regional Planning Unit

San Bernardino County Workforce Development Board
Riverside County Workforce Development Board

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Executive Summary

As part of a four-year planning process, the Inland Empire Regional Planning Unit (IERPU) has developed this regional workforce development plan to address the needs of the Inland Empire community. The purpose of the planning process and this plan is to develop equitable, regional, sector-based career pathways in target sectors, ensuring access and inclusion for all of the region's residents, businesses and organizations. The counties of San Bernardino and Riverside are recipients of Workforce Innovation and Opportunity Act (WIOA) funding, and so the region ensured this process and plan document were in alignment with the State of California Workforce Development Board (CWDB)'s Unified Strategic Workforce Development Plan.

The region began the planning by conducting an inclusive process gathering input for this plan from partner organizations, employers and other stakeholders in a series of interactive virtual meetings held between December 2020 and January 2021. Participants were asked to provide ideas for how the region's workforce system can meet the needs of the community in five key areas: responding to COVID-19; developing career pathways to the middle class; providing access and inclusion for all; preparing for the future of work; and building a high road workforce system. The IERPU worked together as members of both workforce development boards, the San Bernardino County Workforce Development Board and the Riverside County Workforce Development Board, to process the input received and incorporate it into the plan.

A detailed workforce and economic analysis was provided to the region by the University of California, Riverside. The regional labor market information and workforce demographic data appears in Section II of the report and provided an empirical grounding for the planning process. The data reaffirmed the region's selection of three target sectors of Healthcare, Manufacturing and Transportation and Logistics due to the current demand and expected growth over the next several years.

Five key goal areas were developed as a result of the planning process and form the backbone of this workforce development plan: 1) Regional Sector-Based Career Pathways, 2) High Road Workforce System, 3) Access and Inclusion for All, 4) Future of Work and 5) Regional Coordination and Alignment. Several specific goals that address the region's response to COVID-19 were also developed and are highlighted where they intersect with the areas listed above.

Sections III-V provide additional details on how the region intends to operationalize its goals, including the development of four regional indicators. Each section discusses how the plan aligns with the CWDB's priorities to foster demand-driven skills attainment, provide high road employment, ensure equity and economic justice and align/coordinate services across the region. Appendices provided at the end provide additional documentation on the process, how the plan will be executed and public comment received about the plan.

I. Introduction

Inland Empire Region

The Inland Empire region consists of San Bernardino and Riverside Counties in Southern California. Representing a richly diverse region of the state, among San Bernardino County's population of 2,180,085, over half of the residents are Hispanic or Latino, over 9% are Black, 8% are Asian and about 3.6% are of two or more races.¹ The county makes up more than half of the region geographically, and is the largest county in the U.S. San Bernardino County covers over 20 thousand square miles and a vast majority of its residents live in the southeastern corner of the county known as the Valley Region.² Over 80% of the rest of the County land is under federal jurisdiction including areas like the Mojave National Preserve and the San Bernardino National Forest.

Riverside County, a contiguous county to the south of San Bernardino, includes a smaller amount of land but is home to more residents. With about 53% of the Inland Empire region's population (2,470,546) calling the county home, just about half of the residents are Hispanic or Latino, over 7% are Black, another 7.2% are Asian and about 3.6% are of two or more races. Including the San Jacinto Mountains, Riverside County covers a little over 7,200 square miles with large swaths of uninhabited natural lands.³ Together, the two counties make up the scenic, culturally diverse and dynamic Inland Empire region that has a thriving economy and a need for a strong, high-road workforce development system to ensure there is a path to the middle class for all.

Inland Empire Regional Planning Unit and its Vision

The Inland Empire Regional Planning Unit (IERPU) is comprised of the San Bernardino County Workforce Development Board (SBCWDB) and the Riverside County Workforce Development Board (RCWDB). The two WDBs of the IERPU created a vision statement for the region to set the strategic direction for planning and implementation. See Figure 1 for the IERPU vision.

Figure 1: The IERPU Vision for Workforce Development

The workforce development vision for the Inland Empire is a reinvented regional system that engages business and industry in identifying high quality jobs and designing training programs to prepare a competitive workforce. The IERPU partners will prepare the workforce by ensuring that services address barriers to employment and promote educational attainment to create pathways from dependency to prosperity.

¹ Census (2020). QuickFacts: Riverside County, California; San Bernardino County, California. Retrieved from: <https://www.census.gov/quickfacts/fact/table/riversidecountycalifornia.sanbernardinocountycalifornia/AFN120212>.

² San Bernardino County (2020). County Profile. Retrieved from: <https://wp.sbcounty.gov/indicators/county-profile/>.

³ Census (2020).

With this vision in mind, the regional partners across both counties and boards developed several objectives for the development of the Inland Empire 2021-2024 WIOA Regional Workforce Development Plan:

- To create strategies that develop equitable, regional, sector-based career pathways in target sectors, ensuring access and inclusion for all of the region's residents, businesses and organizations
- To learn from what worked and identify what still needs to be done in response to COVID-19, both in the short- and long-term
- To build a high-road employment system, leveraging the support of high-road employers to build robust career pathways that lead to family-sustaining wages
- To increase efficiencies, reduce duplication and improve overall quality of services through synergistic regional cooperation and mutually reinforcing strategies
- To consider how automation, new technologies, the gig economy and related "future of work" concepts will impact the regional economy, targeted sectors and jobs

Future of Work

In addition to regional sector-based career pathways, high road employment, access and inclusion and regional coordination, a fifth overarching concept, the future of work, was addressed by the region and its partners.

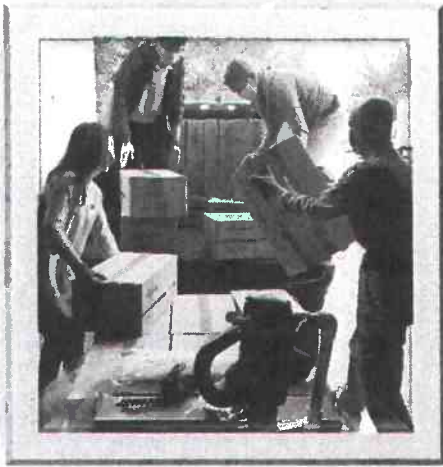
Changes to the economy and jobs brought about by automation, remote working and the gig economy, for example, are highly likely over the next four years. In 2017, the McKinsey Global Institute analyzed individual activities within jobs and found that as much as 50 percent of

time spent on activities across all sectors could be automated with current technology.⁴ A more recent survey of businesses conducted by McKinsey in June 2020 of 800 executives found that over 67 percent have accelerated their adoption of automation due to the COVID-19 pandemic.⁵



⁴ "Jobs Lost, Jobs Gained: Workforce Transitions in a Time of Automation," McKinsey Global Institute, December 2017, <https://www.mckinsey.com/featured-insights/future-of-work/jobs-lost-jobs-gained-what-the-future-of-work-will-mean-for-jobs-skills-and-wages>

⁵ "What 800 Executives Envision for the Postpandemic Workforce," McKinsey & Company, Sept 2020, <https://www.mckinsey.com/featured-insights/future-of-work/what-800-executives-envision-for-the-postpandemic-workforce>



Automation is only one facet, however, and the growth of the gig economy is another. When last analyzed by the Bureau of Labor Statistics (BLS) in 2017, “contingent workers” (including independent contractors, on-call workers, temp workers and workers provided by contract firms) made up 3.8% of all workers at 5.9 million, down from 4.1% in 2005 when the survey was last conducted.⁶ The Freelancer Union calculated a much higher figure for gig workers at 57.3 million in 2017, or 37% of the workforce, staying relatively consistent at this number through 2019.⁷ The BLS study has been scrutinized for using survey questions that may have left out many contingent workers and the Freelancer Union, who

works with gig work platform Upwork on their research, may have a bias toward overestimating the number of gig workers.⁸ This probably means the actual number of gig or contingent workers likely falls somewhere between the two figures. In any case, the number of workers engaged in the gig economy is considerable, nationally and also in the Inland Empire region.

Impacts of COVID-19

As the Inland Empire continues to manage a public health response to the COVID-19 pandemic, an economic response has also been necessary in light of many business closures and reductions in early 2020. Workers and families were significantly impacted by the losses of income, childcare and in-person schooling while trying to keep themselves safe from the virus. Individuals in training programs saw delays, shifts to virtual classes or outright cancellations of their program, impacting their ability to upskill. County staff offering employment services to the community had to quickly pivot to virtual services and other means to safely continue to provide services. The multiple layers of challenges faced all at once are likely to have long-term impacts, even as a vaccine is now becoming more available and the region is plotting a course to economic recovery.

There are a few potential long-term impacts the region considered in relation to the pandemic hit. First, workers who lost their job looked to the gig economy to replace their income. Many of these jobs are not high-quality jobs and these workers will need assistance in charting a path and getting support in obtaining a better job. Second, there was a tremendous increase in remote working across the region. For some, this actually may have provided a higher degree of work-life balance, but for others, it proved to be a difficult transition and exacerbated inequities related to access to technology and reliable internet access. It is likely that some businesses will choose to keep more of

⁶ “A Look at Contingent Workers,” Bureau of Labor Statistics, September 2018, <https://www.bls.gov/spotlight/2018/contingent-workers/home.htm>

⁷ “Freelancing in America”, Freelancers Union, October 2019, <https://www.freelancersunion.org/about/freelancing-in-america/>

⁸ “Experts Puzzled by New BLS Contingent Workforce Data,” Society for Human Resource Management, June 2018, <https://www.shrm.org/ResourcesAndTools/hr-topics/talent-acquisition/Pages/Experts-Puzzled-New-BLS-Contingent-Workforce-Data.aspx>

their workers working remotely, even after the pandemic is no longer a major issue due to cost savings and other efficiencies.

As the restrictions on in-person gatherings loosen and workplaces reopen, bringing workers back on the job, as well as participants back in for workforce services, brings in a third potential long-term impact – new health and safety policies in the workplace. This might include new regulations on how workplaces are designed for the sake of physical distancing, policies about mask-wearing and/or requiring “workplace infection control plans”.⁹ With these potential long-term developments in mind, the region considered how to incorporate the impacts of COVID-19 on the economy and jobs into its workforce development strategies.

Regional Workforce Plan Development Process

The IERPU developed this plan as mandated by the Workforce Innovation and Opportunity Act (WIOA), with guidance provided by the State of California’s Workforce Development Board via Directive WSD20-05 and in alignment with the CWDB Unified Strategic Workforce Development Plan. The process included initial planning and document review, stakeholder and community input, plan development and public posting, and regional leadership approval and finalization. These four phases are described below.

Initial Planning and Document Review

Staff members of the IERPU, which includes both San Bernardino and Riverside Counties, met to create a process for developing the plan, scheduling partner input meetings, setting dates for plan development and a process for regional leadership review and finalization. The prior 4-year regional plan and modification documents were reviewed for historical reference and documents related to current programming and services across the region were gathered for analysis. Guided by a plan outline, the IERPU began gathering input from stakeholders and community partners.

Stakeholder and Community Input

A total of nine virtual meetings were scheduled to gather stakeholder and community input for the regional plan. AJCC MOU Partners, RCWDB members, SBCWDB members, regional employers and nonprofit community partners all took part in these meetings as detailed in Appendix A. In these virtual meetings, participants were able to give input via breakout sessions covering five areas: COVID-19, Career Pathways to the Middle Class, High Road Employment System, Access and Inclusion and Future of Work. These highly engaging sessions provided input into the design of the regional and local plans, particularly in developing goals, tactics and indicators. Meetings were followed by an online survey that asked for feedback on each meeting as well as provided an opportunity for additional input for the plan.

Feedback from participants in the region is gathered on an ongoing basis by two primary methods – participant surveys and focus groups. In these processes, participants are asked questions such as “What are your primary reasons for visiting the AJCC?”, “Share your experience with the service

⁹ “Former OSHA Head Talks Biden’s Executive Order on Workplace Safety”, National Public Radio, January 23, 2020, <https://www.npr.org/2021/01/23/959985609/former-osha-head-talks-bidens-executive-order-on-workplace-safety>

provided by the AJCC including your interaction with staff.” and “What other resources and services have you been referred to by staff at the AJCC?” The feedback received is reported back to the oversight and coordination bodies in the region for incorporation into planning. A few examples of feedback from participants in these processes that have been incorporated include:

- Include a description of the AJCC system partner services (to participants)
- Add online workshops for participants to access
- Add networking opportunities for job seekers to engage with employers

Plan Development and Public Posting

Between January and February 2021, the plan was written based on state guidance, SBCWDB and RCWDB priorities, staff expertise and the input received from all stakeholders. After an initial draft was reviewed and approved by both WDBs in February 2021, the plan was then posted for public comment for 30 days.

Finalization Regional Leadership Approval

After the public posting period, the draft plan was reviewed in light of feedback received and updated accordingly (see Appendix C). The last step in the process was approval of this final plan by the workforce development boards and boards of supervisors for each county. The dates of approval from each body are below:

- April 14th, 2021: San Bernardino County Workforce Development Board
- April 20th, 2021: San Bernardino County Board of Supervisors
- April 21st, 2021: Riverside County Workforce Development Board
- April 27th, 2021: Riverside County Board of Supervisors

Please see Appendix D for signatures representing these oversight bodies.

II. Analytical Overview of the Region

In the following section, an analytical overview of the Inland Empire region is provided. The analysis was provided to the region by the University of California Riverside (UCR) Center for Economic Forecasting and Development. For most of the subsections here, data was only available through 2019; however, the region considered the economic impacts of the pandemic in 2020 in the planning process as well.

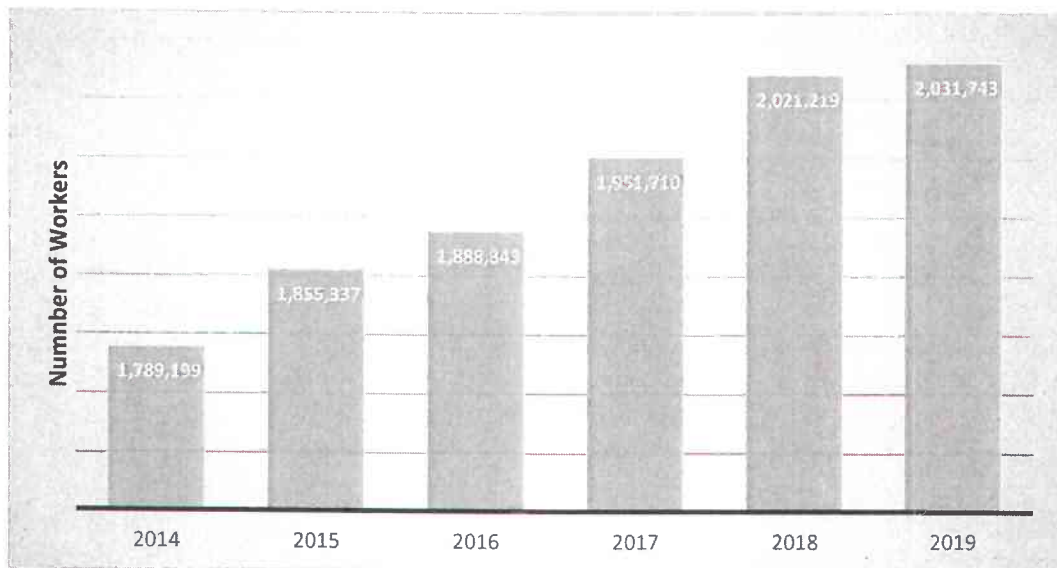
The next subsection begins with a look at the Inland Empire workforce – current employment, largest industries and most common occupations. This is followed by a breakdown of the region’s labor force participation including demographics and educational attainment. Next, unemployment is analyzed, then employer needs are described in terms of emerging demand and an occupational skills assessment. Finally, relevant gaps between employer needs and the workforce’s qualifications are described.

Current Employment, Largest Industries and Most Common Occupations

Current Employment

Total nonfarm employment reached 2.03 million in 2019 in the Inland Empire, up 0.5% compared to 2018. 2019 marks the year with the slowest year-over-year growth in employment in the Inland Empire since 2014. Except for 2016, when employment increased 1.8% compared to the previous year, other years had year-over-year employment increases of over 3% (Figure 2).

Figure 2: Total Nonfarm Employment in the Inland Empire, 2014-19



Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

Largest Industries

In the Inland Empire, Health Care and Social Assistance is the largest industry sector (Table 1), employing over a quarter of a million workers, followed by Retail Trade, Professional and Business Services, Educational Services, and Manufacturing. These five industry sectors employed over one million people or 52.3% of total employment in 2019, down from 53.4% in 2014. Compared to 2014, these industries sector grew 12.3%, 7.1%, 13.5%, 22.0%, and 4.5%, respectively.

Table 1: Nonfarm Employment and Wage by Sector in the Inland Empire, 2014-2019

	NUMBER OF WORKERS			AVERAGE ANNUAL WAGE		
	2014	2019	% Change	2014	2019	% Change
Health care and social assistance	230,994	259,436	12.3%	\$45,549	\$54,143	18.9%
Retail trade	228,703	244,950	7.1%	\$28,503	\$33,421	17.3%
Professional and business services	179,225	203,384	13.5%	\$36,768	\$47,831	30.1%
Educational services	146,212	178,322	22.0%	\$42,126	\$49,749	18.1%
Manufacturing	169,761	177,367	4.5%	\$46,315	\$53,659	15.9%
Transportation, warehousing, and utilities	132,736	176,113	32.7%	\$43,511	\$45,133	3.7%
Construction	140,855	175,017	24.3%	\$39,371	\$48,065	22.1%
Accommodation and food services	136,901	153,296	12.0%	\$18,349	\$24,929	35.9%
Other services, except public administration	91,710	108,971	18.8%	\$24,452	\$28,228	15.4%
Public administration	90,907	107,639	18.4%	\$66,773	\$72,873	9.1%
Wholesale trade	58,636	62,241	6.1%	\$43,002	\$53,574	24.6%
Finance and insurance	53,519	56,647	5.8%	\$51,136	\$63,628	24.4%
Arts, entertainment, and recreation	44,269	48,299	9.1%	\$25,466	\$32,588	28.0%
Real estate and rental and leasing	39,414	37,009	-6.1%	\$35,150	\$53,203	51.4%
Information	23,217	25,111	8.2%	\$52,393	\$51,803	-1.1%
Natural resources and mining	22,140	17,941	-19.0%	\$30,597	\$36,861	20.5%
Total/Average	1,7891,99	2,031,743	13.6%	\$38,823	\$46,215	19.0%

Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

In 2019, except for Retail Trade (\$33,400), the average wages for the largest industry sectors paid above the total average of all jobs (\$46,200) in Inland Empire: Health Care and Social Assistance (\$54,100), Professional and Business Services (\$47,800), Educational Services (\$49,700), and Manufacturing (\$53,700). The average wages of Health Care and Social Assistance and Manufacturing paid 17.2% and 16.1% more than the total average of all jobs, respectively. On the other hand, the average wage in Retail Trade is 27.7% lower than the total average. Public Administration (\$72,900) has the highest average wage in Inland Empire. The average wage increased in all industry sectors from 2014 to 2019 except for Information, which contracted 1.1%.

Except for Manufacturing, the largest industries in the Inland Empire had sustained and gradual increases during the period of 2014 to 2019 (Figure 3). The sustained and gradual increases are most prominent in Health Care and Social Services and Professional and Business Services.

Meanwhile, after years of declining employment, Manufacturing employment rebounded after 2017. From 2017 to 2019, Manufacturing added 22,900 jobs, or a 14.8% increase.

Figure 3: Largest Industries by Employment in the Inland Empire, 2014-19



Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

Largest industry Subsectors

The largest industry subsectors in Inland Empire are Educational Services (Primary/Secondary), Construction, Food Services and Drinking Places, Professional and Technical Services, and Ambulatory Health Care Services (Table 2). The first three subsectors each employed over 100,000 workers and just under half a million workers altogether, while the other two subsectors each employed almost 100,000 workers. Altogether, the 15 largest industry subsectors shown in this table employed 1.2 million workers; three in five workers in the Inland Empire work in one of these 15 subsectors.

In recent years, the Inland Empire has seen a tremendous growth in the Transportation and Warehousing industry, and correspondingly, Warehousing and Storage more than doubled in employment (+130.8%) from 2014 to 2019. On the other hand, employment in Truck Transportation declined 18.1% during the five-year period. Employment in General Merchandise Stores (-14.6%) and Food and Beverage Stores (-3.7%), both of which are client facing and contact heavy, had declined significantly. Collectively, there are 15,900 fewer jobs in these three industry subsectors in 2019 than in 2014.

Table 2: Largest Subsectors by Employment in the Inland Empire, 2014-2019

	NUMBER OF WORKERS			AVERAGE ANNUAL WAGE		
	2014	2019	% Change	2014	2019	% Change
Educational services (primary/secondary)	146,212	178,322	22.0%	\$42,126	\$49,749	18.1%
Construction	140,855	175,017	24.3%	\$39,371	\$48,065	22.1%
Food services and drinking places	118,672	132,936	12.0%	\$16,593	\$23,441	41.3%
Professional and technical services	74,258	97,857	31.8%	\$50,520	\$65,190	29.0%
Ambulatory health care services	80,489	97,522	21.2%	\$45,959	\$55,343	20.4%
Administrative and support services	96,678	96,431	-0.3%	\$25,554	\$29,513	15.5%
Hospitals	79,562	85,037	6.9%	\$63,227	\$73,672	16.5%
Warehousing and storage	24,238	55,950	130.8%	\$29,662	\$31,025	4.6%
Public administration	46,953	51,970	10.7%	\$80,955	\$92,078	13.7%
Social assistance	46,199	51,652	11.8%	\$23,459	\$28,922	23.3%
Food and beverage stores	42,260	40,684	-3.7%	\$30,127	\$33,339	10.7%
Repair and maintenance	30,535	39,113	28.1%	\$30,095	\$35,241	17.1%
Amusements, gambling, and recreation	34,179	37,017	8.3%	\$27,285	\$34,785	27.5%
Truck transportation	45,068	36,893	-18.1%	\$38,697	\$43,889	13.4%
General merchandise stores	42,131	35,964	-14.6%	\$23,987	\$28,047	16.9%
Inland Empire Overall	1,7891,99	2,031,743	13.6%	\$38,823	\$46,215	19.0%

Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

Most Common Occupations

The Inland Empire has a strong Transportation and Warehousing industry, and intuitively Material Moving Workers (SOC 53-7000) is by far the most common occupation, with 129,100 workers employed in this occupation in 2019. Motor Vehicle Operators is another major occupation in transportation and warehousing, employment 80,500 workers (Table 3). Other popular occupations in the Inland Empire include: Construction Trade Workers, Retail Sales Workers, and Other Management Occupations. Altogether, the five largest occupations employed over half a million people and the 15 largest occupations employed over a million people in 2019.

Given that Health Care and Social Assistance is the largest industry by employment, healthcare related occupations also make the list of largest occupations in the Inland Empire. Specifically, 71,300 workers are Healthcare Diagnosing or Treating Practitioners and 54,000 are Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides.

The boom in the Transportation and Warehousing industry translates into a significant increase in the number of people working as Material Moving Workers (+61.0%). Meanwhile, the increase in healthcare and related jobs are bifurcated: The number of people working as Home Health Aides, which are low paying, had increased by 278.3%, while the number of Healthcare Diagnosing or Treating Practitioners, which are significantly higher paying, increased by only 20.6%, which is still above the Inland Empire overall of 13.6%.

Table 3: Most Common Occupations by Employment in the Inland Empire, 2014-2019

	NUMBER OF WORKERS			AVERAGE ANNUAL WAGE		
	2014	2019	% Change	2014	2019	% Change
Material Moving Workers	80,196	129,125	61.0%	\$23,506	\$27,834	18.4%
Construction Trades Workers	89,260	115,487	29.4%	\$31,818	\$42,254	32.8%
Retail Sales Workers	101,411	104,552	3.1%	\$16,723	\$22,698	35.7%
Other Management Occupations	87,763	99,114	12.9%	\$61,708	\$70,273	13.9%
Motor Vehicle Operators	75,002	80,541	7.4%	\$36,736	\$40,225	9.5%
Information and Record Clerks	61,189	76,876	25.6%	\$25,817	\$30,967	19.9%
Healthcare Diagnosing or Treating Practitioners	59,164	71,343	20.6%	\$82,209	\$102,048	24.1%
Preschool, Elementary, Middle, Secondary, and Special Education Teachers	52,719	66,888	26.9%	\$52,715	\$59,254	12.4%
Supervisors of Sales Workers	52,441	62,464	19.1%	\$51,338	\$46,379	-9.7%
Building Cleaning and Pest Control Workers	49,195	54,981	11.8%	\$18,206	\$21,841	20.0%
Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides	14,271	53,987	278.3%	\$22,434	\$22,276	-0.7%
Business Operations Specialists	34,788	47,822	37.5%	\$55,907	\$62,690	12.1%
Cooks and Food Preparation Workers	45,412	47,036	3.6%	\$14,368	\$20,593	43.3%
Other Production Occupations	39,516	44,316	12.1%	\$34,616	\$36,822	6.4%
Other Office and Administrative Support Workers	37,964	39,349	3.6%	\$29,797	\$34,362	15.3%
Inland Empire Overall	1,789,199	2,031,743	13.6%	\$38,823	\$46,215	19.0%

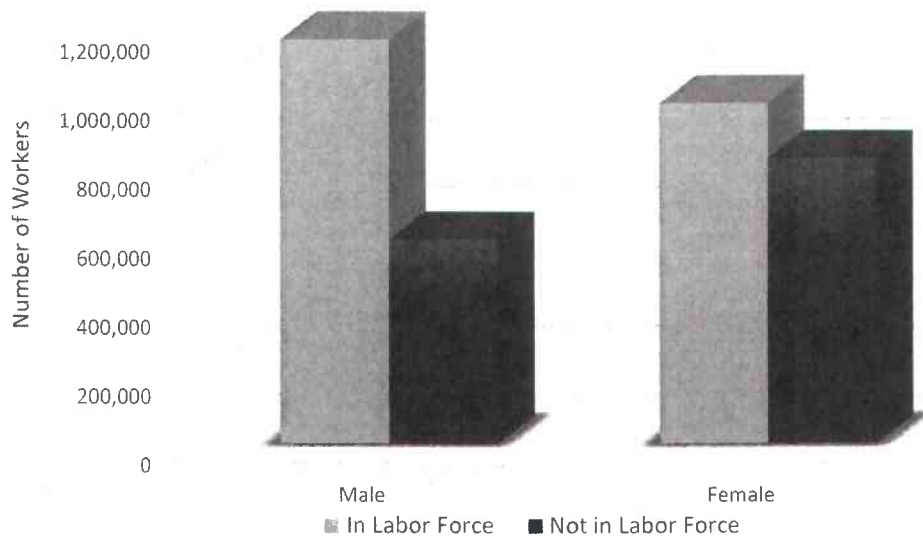
Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

Inland Empire Labor Force Participation

Gender

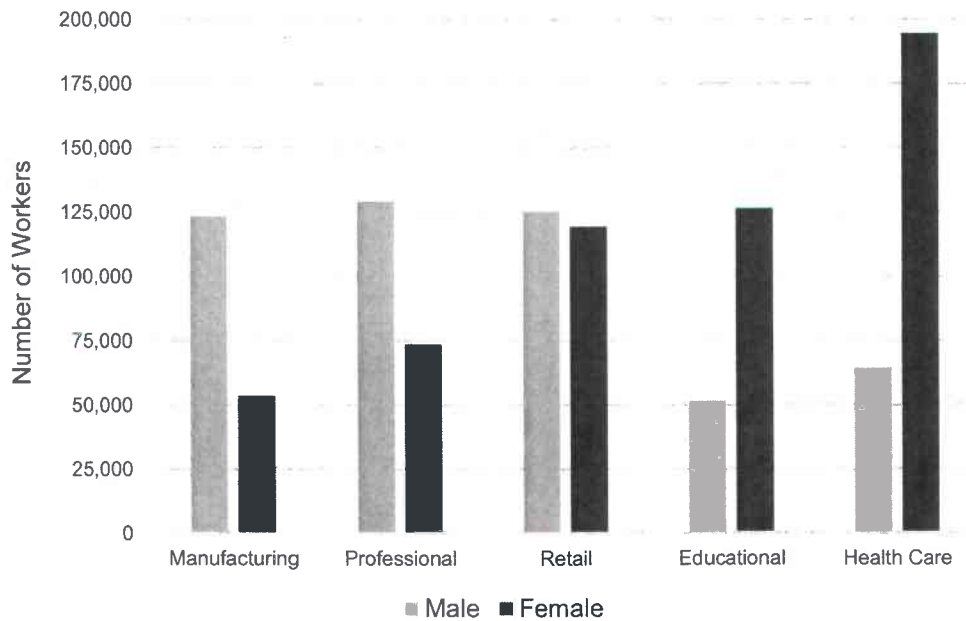
There are about 988,721 females in the labor force, compared to about 1,173,904 males in the labor force. This translates to 66.4% of all males in the region who are part of the labor force in the Inland Empire, a significantly higher rate compared to the 54.4% labor participation rate seen in females (Figure 4). Over the last five years, female participation increased by about 8.1%, and the largest five-year growth took place among women in the educational sector, which grew 25.6% from 100,690 workers in 2014 to 126,488 workers in 2019. There was a faster growth rate among women than men across each of the five sectors represented in the data, with the only exception being the Professional Services sector (Figure 5). Men in this group represented a 15.3% increase across the population in the Inland Empire, compared to 10.4% for women.

Figure 4: Labor Force by Gender in Inland Empire, 2019



Source: American Community Survey. UCR Center for Economic Forecasting and Development

Figure 5: Industry Employment by Gender in Inland Empire, 2019

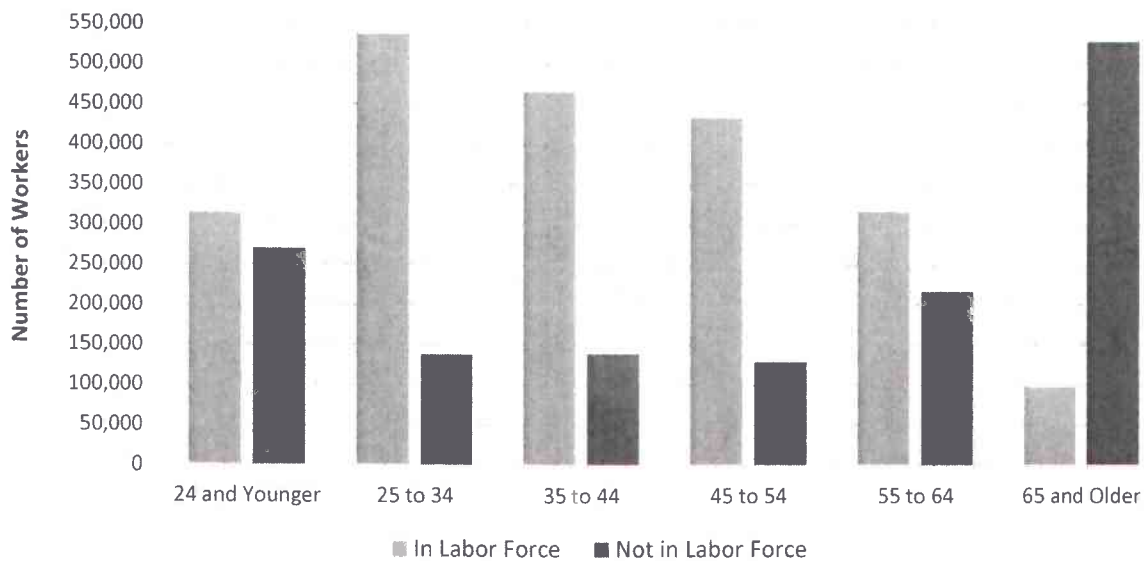


Source: American Community Survey. UCR Center for Economic Forecasting and Development

Age

Labor force participation rates in the Inland Empire are strongest among the residents between ages 25 and 34, who made up 537,000 of the County's workforce in 2019 (Figure 6). Although the number of residents outside the labor force held steady for workers between ages 25 and 54, the number of residents in the labor force tapered off as workers grew older (with a steep drop off workers age 65 and older due to retirement). That said, for each of the region's top five sectors, employment for workers over 25 actually increased across all age groups from 2014 to 2019 with the one exception of decline of nearly 1,000 workers between the ages of 45 and 54 in the Professional Services sector.

Figure 6: Labor Force Participation by Age Group in Inland Empire, 2019

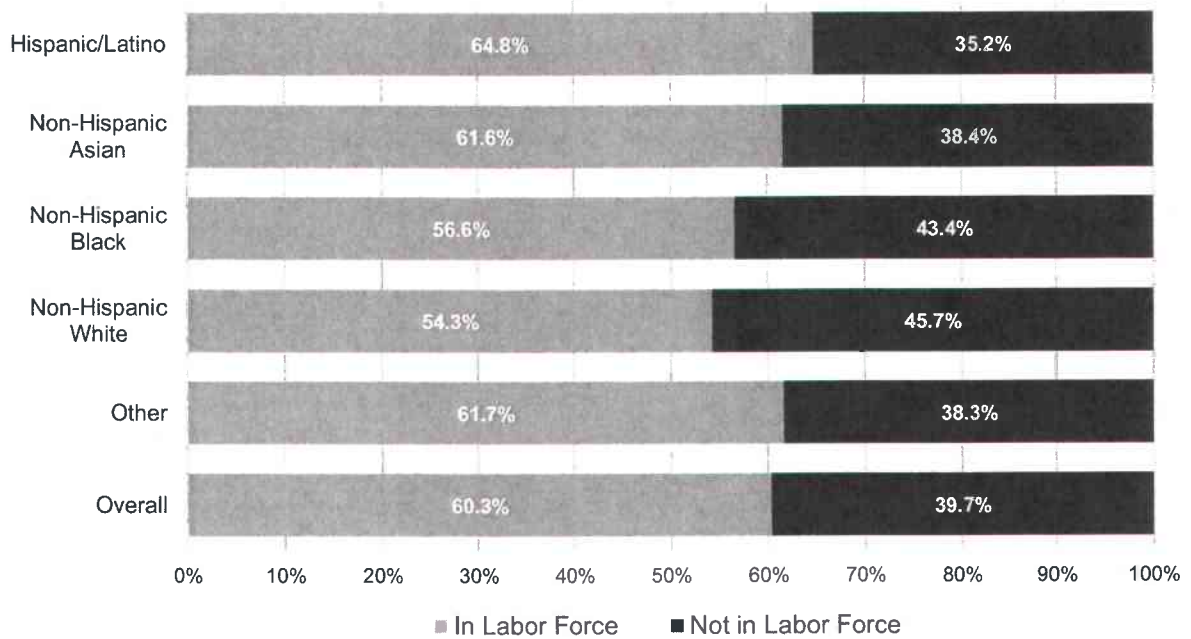


Source: American Community Survey. UCR Center for Economic Forecasting and Development

Race and Ethnicity

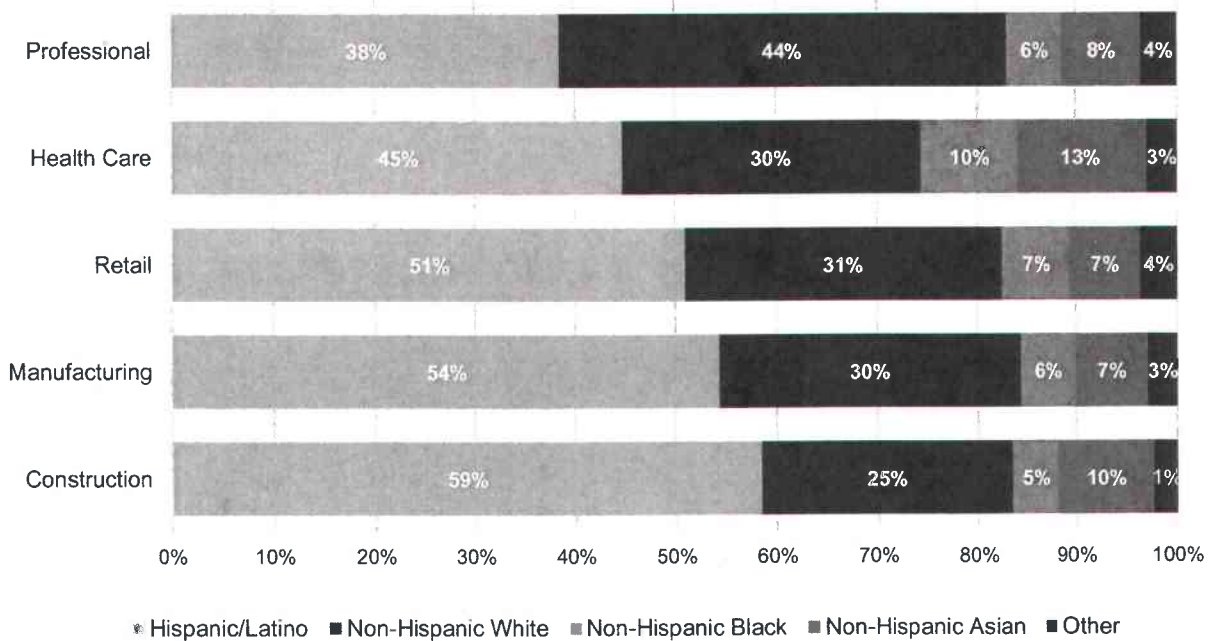
Across the Inland Empire, labor force participation rates among Hispanic/Latino and non-Hispanic Asian residents (at 64.8% and 61.6%, respectively) were markedly higher than non-Hispanic White (54.3%) and Non-Hispanic Black (56.6%) residents (Figure 7). Across each of the race groups, the largest five-year change took place among Hispanic/Latinos in the labor force, which grew over 15% from 988,098 in 2014 to 1,137,859 in 2019. Hispanic/Latino workers comprised the largest share of the workforce for four out of the five largest sectors (Figure 8) – in Professional Services, non-Hispanic Whites made up the largest share – and made up a majority of the workforce in Construction (at a 59% share), Manufacturing (54%), and Retail (51%). Non-Hispanic Black and non-Hispanic Asian workers contributed a combined share of 23% of the Healthcare workforce but were otherwise not highly represented among the Inland Empire's five largest sectors.

Figure 7: Labor Force Participation by Race in Inland Empire, 2019



Source: American Community Survey. UCR Center for Economic Forecasting and Development

Figure 8: Industry Employment by Race in Inland Empire, 2019

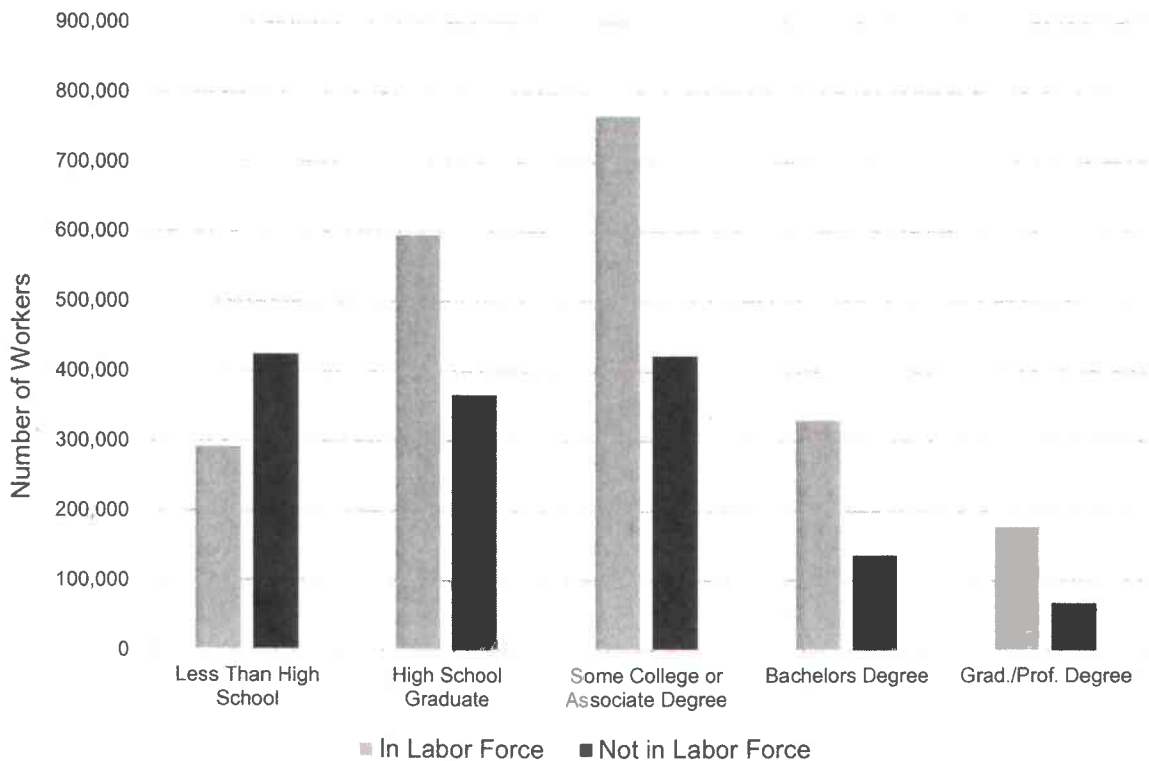


Source: American Community Survey. UCR Center for Economic Forecasting and Development

Educational Attainment

The majority of workers in Inland Empire have at least some college education: 1,275,470 workers (66.9%) fall into this category, compared to the 630,612 (33.1%) workers that have at most a high school degree (Figure 9). Across each of the educational attainment categories listed, the fastest growth has been among those with a bachelor's degree who are in the labor force, which grew 26.2% between 2014 and 2019.

Figure 9: Labor Force Participation by Educational Attainment in Inland Empire, 2019

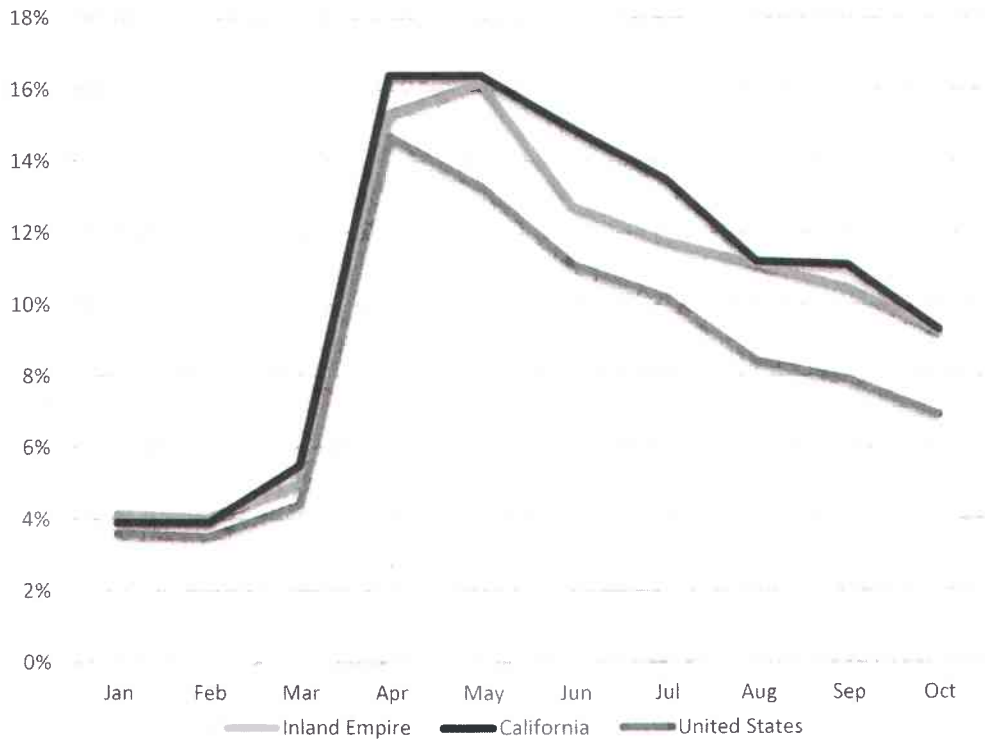


Source: American Community Survey. UCR Center for Economic Forecasting and Development

Unemployment

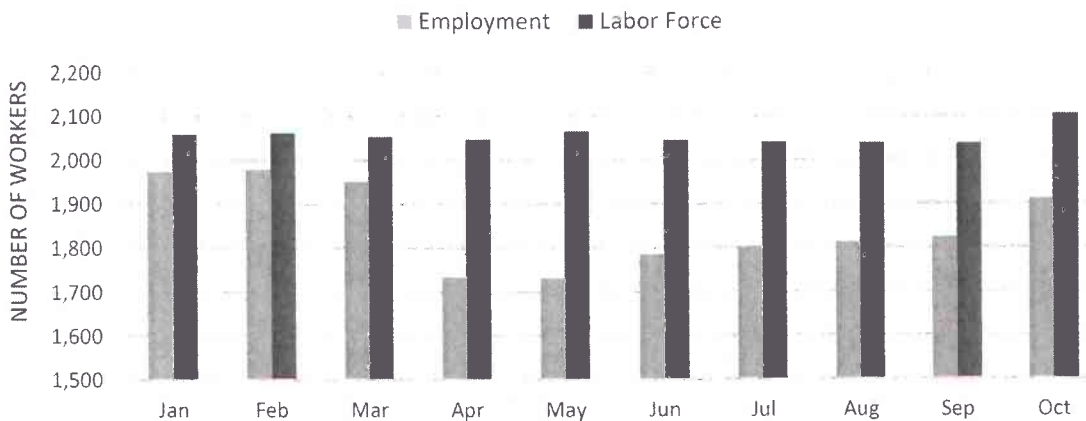
The pandemic has caused the Inland Empire's unemployment rate to increase over the last year, however it has also improved from the lows immediately following statewide lockdown orders (Figure 10). The Inland Empire's unemployment rate is now 9.2%, a far cry from the 4.0% rate a year earlier. The unemployment rate in the Inland Empire is higher relative to the United States (6.9%), but is below California (9.3%). Although unemployment rates remain elevated, the region's labor force has largely recovered (Figure 11). From October 2019 to October 2020, 28,300 workers entered the Inland Empire's labor force, a 1.4% increase. This increase is in stark contrast to declines in the state (-1.1%) and nation (-2.1%) over the period. Without the decrease in California's labor force, the state's unemployment figure would be even higher than the Inland Empire's.

Figure 10: Change in Unemployment Rate in the Inland Empire, January to October 2020



Source: California EDD. Analysis by UCR Center for Economic Forecasting and Development

Figure 11: Change in Employment and Labor Force in the Inland Empire, January to October 2020 (in Thousands)



Source: California EDD. Analysis by UCR Center for Economic Forecasting and Development

Labor Market Demand

Emerging Demand

The Inland Empire's labor market has continued to steadily recover from the COVID-19 pandemic, adding 93,100 jobs since April's lows. Despite the ongoing labor market recovery, year-over-year employment fell 7.1% (-110,600 jobs), one of the largest annual declines on record. The sizeable losses over the last year has also pushed down long-run growth for the region. From October 2015 to October 2020, the Inland Empire has expanded payrolls by just 4.5%.

Although job losses have been widespread, a few bright spots exist. The surge in e-commerce has helped keep the region's Logistics resilient over the last several months. Payrolls in Logistics expanded by 100 employees over the last year, compared with a 3.3% decline in the state over the same period. From a longer-term perspective, Logistics has also been a significant source of job gains for the region. From October 2015 to October 2020, Logistics payrolls expanded by a 45.3%, well above the 4.5% growth in the region overall (Table 4). Health Care (20.4%), Natural Resources and Construction (16.2%), and Wholesale Trade (8.0%) also posted growth levels well above average over the last year.

The short-term job losses caused by the mandates related to the COVID-19 pandemic are also impacting longer-run growth rates. From October 2015 to October 2020, Information (-18.6%), Leisure and Hospitality (-18.1%), and Other Services (-16.8%) all posted sizeable declines in employment levels relative to five years ago. Still, once containment measures related to the virus are able to ease these sectors should have significant job gains as companies ramp up production to meet surging consumer demand.

Table 4: Change in Employment by Industry in the Inland Empire,
October 2016 to October 2020 (in Thousands)

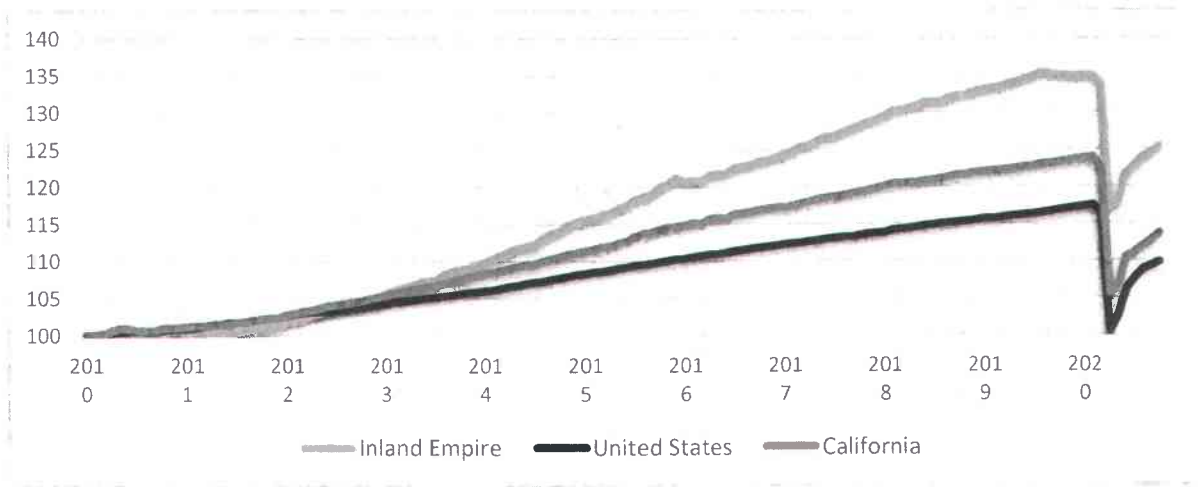
	October 2020	1-Year Percentage Change	2-Year Percentage Change	5-Year Percentage Change
Government	249.45	-4.7%	-3.2%	5.8%
Health Care	230.38	-1.2%	3.3%	20.4%
Retail Trade	170.82	-6.2%	-5.9%	-3.5%
Logistics	146.64	0.0%	8.7%	45.3%
Leisure and Hospitality	126.38	-27.6%	-26.5%	-18.1%
NR/Construction	104.58	-2.0%	-2.7%	16.2%
Administrative Support	97.94	-6.4%	-3.5%	-3.1%
Manufacturing	88.86	-11.6%	-12.7%	-8.9%
Wholesale Trade	66.53	-0.2%	0.5%	8.0%
Financial Activities	44.09	-0.9%	0.8%	0.0%
Professional Services	40.34	-4.9%	-5.6%	3.1%
Other Services	36.97	-18.5%	-19.6%	-16.8%

Education	17.01	-15.3%	-13.1%	-6.0%
Information	9.66	-15.2%	-15.0%	-18.6%
Management	9.04	2.0%	7.0%	0.5%
Total Nonfarm Employment	1,438.70	-7.1%	-5.2%	4.5%

Source: California EDD. Analysis by UCR Center for Economic Forecasting and Development

Employment growth since mid-2020 has kept pace with California and the U.S. (Figure 12).

Figure 12: Indexed Employment Growth for the Inland Empire Compared to California and the United States, 2010 to 2020



Source: California EDD. Analysis by UCR Center for Economic Forecasting and Development

Of all of the industries, Transportation and Warehousing grew at the fastest pace, adding 43,400 jobs, followed by Construction, which added 34,200 jobs and Educational Services, which added 32,100 jobs from 2014 to 2019 (Table 5). The ten fastest growing industries listed in Table 5 added 236,500 jobs in the Inland Empire, or 97.5% of all jobs added in the region between 2014 and 2019.

Table 5: Fastest Growing Industries in the Inland Empire by Number of Workers Added, 2014-2019

	NUMBER OF WORKERS		
	2014	2019	Change
Transportation, warehousing, and utilities	132,736	176,113	+43,377
Construction	140,855	175,017	+34,162
Educational services	146,212	178,322	+32,110

Health care and social assistance	230,994	259,436	+28,442
Professional and business services	179,225	203,384	+24,159
Other services, except public administration	91,710	108,971	+17,261
Public administration	90,907	107,639	+16,732
Accommodation and food services	136,901	153,296	+16,395
Retail trade	228,703	244,950	+16,247
Manufacturing	169,761	177,367	+7,606
Inland Empire Overall	1,789,199	2,031,743	+242,544

Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

At the industry subsector level, Construction added the most jobs (+34,200), followed by Educational Services (+32,100 jobs) and Warehousing and Storage (+31,700 jobs). These three subsectors added almost 100,000 jobs in the Inland Empire alone. These ten fastest growing subsectors added 197,900 jobs, or 81.6% of the region's total jobs added (Table 6).

Table 6: Fastest Growing Subsectors in the Inland Empire by Number of Workers Added, 2014-2019

	NUMBER OF WORKERS		
	2014	2019	Change
Construction	140,855	175,017	+34,162
Educational services (primary/secondary)	146,212	178,322	+32,110
Warehousing and storage	24,238	55,950	+31,712
Professional and technical services	74,258	97,857	+23,599
Ambulatory health care services	80,489	97,522	+17,033
Nonstore retailers	5,871	21,881	+16,010
Food services and drinking places	118,672	132,936	+14,264
Administration of human resource programs	10,822	21,684	+10,862
Couriers and messengers	11,790	21,327	+9,537
Repair and maintenance	30,535	39,113	+8,578
Inland Empire Overall	1,789,199	2,031,743	+242,544

Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

In just five years, the presence of e-commerce has expanded significantly (Table 7). Correspondingly, employment in Nonstore Retailers have almost quadrupled (+272.7%) from 2014 to 2019. Employment in Warehousing and Storage (+130.8%) and Administration of Human Resource Programs (+100.4%) have also at least doubled during the same period. The rise of Warehousing and Storage jobs is due to the booming logistics industry in the region, which also likely explains the increase in Transit and Ground Passenger Transportation employment (+88.0%) and Rail Transportation (+33.8%). Administration of Human Resource Programs, which is a

subsector of Public Administration, comprises government establishments primarily engaged in the planning, administration, and coordination of programs for public assistance, social work, and welfare activities.

Table 7: Fastest Growing Subsectors in the Inland Empire by Employment Growth Rate, 2014-2019

	NUMBER OF WORKERS		
	2014	2019	% Change
Nonstore retailers	5,871	21,881	272.7%
Warehousing and storage	24,238	55,950	130.8%
Administration of human resource programs	10,822	21,684	100.4%
Transit and ground passenger transportation	7,885	14,825	88.0%
Couriers and messengers	11,790	21,327	80.9%
Motion picture and sound recording industries	4,046	5,855	44.7%
Chemical manufacturing	11,955	16,542	38.4%
Miscellaneous store retailers	18,766	25,913	38.1%
Membership associations and organizations	18,051	24,803	37.4%
Rail transportation	4,834	6,468	33.8%
Inland Empire Overall	1,7891,99	2,031,743	13.6%

Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

The number of people who work as Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides have almost quadrupled (+278.3%) from 2014 to 2019, highlighting the Inland Empire's growing needs for basic healthcare services (Table 8). In addition, the number of people working as Counselors, Social Workers, and Other Community and Social Service Specialists (+54.3%) and Religious Workers (+53.0%) also grew substantially, underscoring the region's increasing demand for social services. Although employment in the Arts, Entertainment, and Recreation industry (+9.1%) grew slower than overall employment in the Inland Empire (+13.6%), some of its related occupations are the fastest growing in the region. There are substantially more Media and Communication Equipment Workers (+93.1%) and Entertainers and Performers, Sports and Related Workers (+66.1%) in 2019 than in 2014.

Table 8: Fastest Growing Occupations in the Inland Empire by Employment Growth Rate, 2014-2019

	NUMBER OF WORKERS		
	2014	2019	% Change
Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides	14,271	53,987	278.3%
Media and Communication Equipment Workers	2,628	5,075	93.1%
Entertainers and Performers, Sports and Related Workers	6,504	10,802	66.1%
Other Construction and Related Workers	4,529	7,444	64.4%
Material Moving Workers	80,196	129,125	61.0%
Counselors, Social Workers, and Other Community and Social Service Specialists	22,568	34,830	54.3%
Religious Workers	5,097	7,796	53.0%
Drafters, Engineering Technicians, and Mapping Technicians	6,739	10,117	50.1%
Animal Care and Service Workers	3,732	5,399	44.7%
Operations Specialties Managers	23,580	32,942	39.7%
Inland Empire Overall	1,7891,99	2,031,743	13.6%

Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

Occupational Knowledge, Skills and Abilities

This section highlights the knowledge, skills, and abilities desired by employers across industries for occupations most in demand today as well as for emerging occupations. Tables below list the technical skills as well as workplace success personal attributes or “soft skills” that may be required for a given occupation. See Tables 9 and 10 for the knowledge skills and abilities for the most common occupations in the region and the fastest growing occupations.

Table 9: Desired Knowledge, Skills, and Abilities for Most Common Occupations in the Inland Empire

	Knowledge	Skills	Abilities	Credentials
Material Moving Workers	English Language; Mechanical; Production and Processing; Public Safety and Security; Mathematics	Operation Monitoring; Operation and Control; Monitoring; Critical Thinking; Active Listening;	Multi-limb Coordination; Control Precision; Problem Sensitivity; Near Vision; Manual Dexterity	Usually requires High School Diploma or Higher
Construction Trades Workers	Building and Construction; Mechanical; Mathematics; English Language; Customer and Personal Service	Critical Thinking; Coordination; Active Listening; Monitoring; Speaking	Near Vision; Arm-Hand Steadiness; Manual Dexterity; Multi-limb Coordination; Trunk Strength	Usually requires High School Diploma or Higher
Retail Sales Workers	Customer and Personal Service;	Active Listening; Service Orientation;	Oral Expression; Oral	Usually requires High

	English Language; Sales and Marketing; Mathematics; Clerical	Speaking; Reading Comprehension; Social Perceptiveness	Comprehension; Speech Clarity; Speech Recognition; Problem Sensitivity	School Diploma or Higher
Other Management Occupations	Administration and Management; Customer and Personal Service; English Language; Personnel and Human Resources; Education and Training	Speaking; Active Listening; Reading Comprehension; Critical Thinking; Coordination	Oral Expression; Oral Comprehension; Written Comprehension; Problem Sensitivity; Written Expression	Varies from High School Diploma to Bachelor's Degree or higher
Motor Vehicle Operators	Customer and Personal Service; Transportation; Public Safety and Security; English Language; Law and Government	Operation and Control; Active Listening; Speaking; Critical Thinking; Operation Monitoring	Far Vision; Near Vision; Multi-limb Coordination; Problem Sensitivity; Control Precision	Usually requires High School Diploma or Higher
Information and Record Clerks	Customer and Personal Service; English Language; Clerical; Computers and Electronics; Mathematics	Active Listening; Speaking; Reading Comprehension; Critical Thinking; Service Orientation	Oral Expression; Oral Comprehension; Written Comprehension; Speech Clarity; Speech Recognition	Usually requires High School Diploma or Higher
Healthcare Diagnosing or Treating Practitioners	Medicine and Dentistry; Customer and Personal Service; English Language; Psychology; Biology	Active Listening; Critical Thinking; Speaking; Reading Comprehension; Social Perceptiveness	Problem Sensitivity; Oral Expression; Oral Comprehension; Inductive Reasoning; Deductive Reasoning	Usually requires Associate Degree or Higher
Preschool, Elementary, Middle, Secondary, and Special Education Teachers	Education and Training; English Language; Psychology; Customer and Personal Service; Computers and Electronics	Speaking; Instructing; Active Listening; Learning Strategies; Reading Comprehension	Oral Expression; Oral Comprehension; Written Comprehension; Problem Sensitivity; Written Expression	Varies from High School Diploma to Bachelor's Degree and/or Certification
Supervisors of Sales Workers	Customer and Personal Service; Administration and Management; English Language; Sales and Marketing; Personnel and Human Resources	Active Listening; Speaking; Monitoring Social Perceptiveness; Coordination	Oral Comprehension; Oral Expression; Speech Clarity; Speech Recognition; Problem Sensitivity	Usually requires High School Diploma or Higher

Building Cleaning and Pest Control Workers	Customer and Personal Service; English Language; Public Safety and Security; Administration and Management; Chemistry	Active Listening; Critical Thinking; Time Management; Social; Perceptiveness Speaking	Near Vision; Oral Comprehension; Oral Expression; Speech Clarity; Problem Sensitivity	Usually requires High School Diploma or Higher
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Source: O*NET Online. Analysis by UCR Center for Economic Forecasting and Development

Table 10: Desired Knowledge, Skills, and Abilities for Fastest Growing Occupations in the Inland Empire

	Knowledge	Skills	Abilities	Credentials
Material Moving Workers	English Language; Mechanical; Production and Processing; Public Safety and Security; Mathematics	Operation; Monitoring; Operation and Control; Monitoring; Critical Thinking; Active Listening;	Multi-limb Coordination; Control Precision; Problem Sensitivity; Near Vision; Manual Dexterity	Usually requires High School Diploma or Higher
Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides	Customer and Personal Service; English Language; Public Safety and Security; Psychology; Education and Training	Service Orientation; Social Perceptiveness; Active Listening; Speaking; Monitoring	Oral Comprehension; Oral Expression; Problem Sensitivity; Near Vision; Speech Recognition	Usually requires High School Diploma or Higher
Construction Trades Workers	Building and Construction; Mechanical; Mathematics; English Language; Customer and Personal Service	Critical Thinking; Coordination; Active Listening; Monitoring; Speaking	Near Vision; Arm-Hand Steadiness; Manual Dexterity; Multi-limb Coordination; Trunk Strength	Usually requires High School Diploma or Higher
Information and Record Clerks	Customer and Personal Service; English Language; Clerical; Computers and Electronics; Mathematics	Active Listening; Speaking; Reading Comprehension; Critical Thinking; Service Orientation	Oral Expression; Oral Comprehension; Written Comprehension; Speech Clarity; Speech Recognition	Usually requires High School Diploma or Higher
Preschool, Elementary, Middle, Secondary, and Special Education Teachers	Education and Training; English Language; Psychology; Customer and Personal Service; Computers and Electronics	Speaking; Instructing; Active Listening; Learning Strategies; Reading Comprehension	Oral Expression; Oral Comprehension; Written Comprehension; Problem Sensitivity; Written Expression	Varies from High School Diploma to Bachelor's Degree and/or Certification
Business Operations Specialists	English Language; Customer and Personal Service;	Speaking; Active Listening; Reading Comprehension;	Oral Expression; Oral Comprehension;	Varies from High School Diploma to

	Administration and Management; Mathematics; Computers and Electronics	Critical Thinking; Writing	Written Comprehension; Deductive Reasoning; Speech Clarity	Bachelor's Degree or higher
Counselors, Social Workers, and Other Community and Social Service Specialists	Psychology; Therapy and Counseling; Customer and Personal Service; English Language; Education and Training	Active Listening; Social; Perceptiveness; Speaking; Reading Comprehension; Critical Thinking	Oral Expression; Oral Comprehension; Problem Sensitivity; Written Comprehension; Written Expression	Usually requires Associate Degree or Higher
Healthcare Diagnosing or Treating Practitioners	Medicine and Dentistry; Customer and Personal Service; English Language; Psychology; Biology	Active Listening; Critical Thinking; Speaking; Reading Comprehension; Social Perceptiveness	Problem Sensitivity; Oral Expression; Oral Comprehension; Inductive Reasoning; Deductive Reasoning	Usually requires Associate Degree or Higher
Other Management Occupations	Administration and Management; Customer and Personal Service; English Language; Personnel and Human Resources; Education and Training	Speaking; Active Listening; Reading Comprehension; Critical Thinking; Coordination	Oral Expression; Oral Comprehension; Written Comprehension; Problem Sensitivity; Written Expression	Varies from High School Diploma to Bachelor's Degree or higher
Supervisors of Sales Workers	Customer and Personal Service; Administration and Management; English Language; Sales and Marketing; Personnel and Human Resources	Active Listening; Speaking; Monitoring; Social Perceptiveness; Coordination	Oral Comprehension; Oral Expression; Speech Clarity; Speech Recognition; Problem Sensitivity	Usually requires High School Diploma or Higher

Source: O*NET Online. Analysis by UCR Center for Economic Forecasting and Development

Current Openings and Most Commonly Desired Certifications

An analysis of current openings and the most commonly desired certifications for the three sectors the region plans to focus on was conducted in late January 2021. At that time, 6,169 jobs were identified in healthcare and these positions most commonly required AHA CPR and First Aid Certification in addition to nursing credentials and certifications and NNCC Certifications. Less common were Social Worker-related credentials and certifications, and National Registry of Emergency Medical Technicians. In Manufacturing, 1,662 current openings were identified, and a Commercial Driver's License was the most commonly desired certification, with a small number requesting CPR, First Aid, PMI and ASQ certifications. A total of 1,552 openings were noted in Transportation and Logistics and similar to Manufacturing, a Commercial Driver's License was the most commonly desired certification. A relatively few number of employers requested CPR and First Aid and the RETA certification in this industry. Please see Table 11.

Table 11: Current Openings and Most Commonly Desired Certifications in the Inland Empire (January 2021)

IERPU Target Sector	Current Openings	Commonly Desired Certifications
Healthcare	6,169	<ul style="list-style-type: none"> • American Heart Association (AHA) CPR & First Aid • American Red Cross - First Aid Certification • Nursing Credentials and Certifications • Nephrology Nursing Certification Commission (NNCC) Certifications
Manufacturing	1,662	<ul style="list-style-type: none"> • Commercial Driver's License (CDL) • American Society for Quality (ASQ) Certification • American Heart Association (AHA) CPR & First Aid Certifications • Project Management Institute (PMI) Certifications
Transportation and Logistics	1,552	<ul style="list-style-type: none"> • Commercial Driver's License (CDL) • Refrigerating Engineers & Technicians Association (RETA) Certification • American Heart Association (AHA) CPR & First Aid Certifications

Source: CalJOBS. UCR Center for Economic Forecasting and Development

Relevant Gaps Between Employer Needs and Workforce Qualifications

The primary characteristic for which we can base this gap analysis is the education level required for current most common and fastest growing occupations and the education level of the Inland Empire workforce. The vast majority of the occupations currently and growing noted above in Tables 9 and 10 only require a High School Diploma or less and 66.9% of the Inland Empire workforce have at least some college, which is above that level of education. However, most of these are also low-wage occupations and higher-wage occupations such as Healthcare Diagnosing or Treating Practitioners require at least an Associate's Degree or higher. Since more than 33% of Inland Empire residents have a High School Diploma or less, and a portion of the 66.9% do not have an Associate's Degree, there is a qualifications gap here. There is also likely an educational mismatch and those with education levels that include at least some college may not have coursework that prepares them for the high-growth occupation.

III. Fostering Demand-Driven Skills Attainment

IERPU Goals and Regional Indicators

In order to meet the needs of the participants, employers and its organizational partners, the IERPU has developed a comprehensive set of goals for this plan. The goals are categorized in five key areas: 1) Regional Sector-Based Career Pathways, 2) High Road Employment System, 3) Access and Inclusion for All, 4) Future of Work and 5) Regional Coordination and Alignment. Please see Table 12 for a summarized list of the regional goals and Appendix B for the goal list, complete with tactics and indicators for each. Goals that intersect with the region's response to COVID-19 (#8, #11 and #14) are highlighted in color in Appendix B.

As noted under tactics for Goal #1, the region will develop four regional indicators:

Regional Indicator 1: Development of a process to communicate industry workforce needs to supply-side partners

Regional Indicator 2: Development of policies supporting equity and defining job quality

Regional Indicator 3: Identification of shared target populations of emphasis

Regional Indicator 4: Deployment of shared/pooled resources to provide services, training, and education to meet target population needs

The IERPU will coordinate with CWDB and a Technical Assistance Provider Evaluation Team to establish and track outcomes related to the four regional indicators noted above.

Table 12: Inland Empire Regional Goals

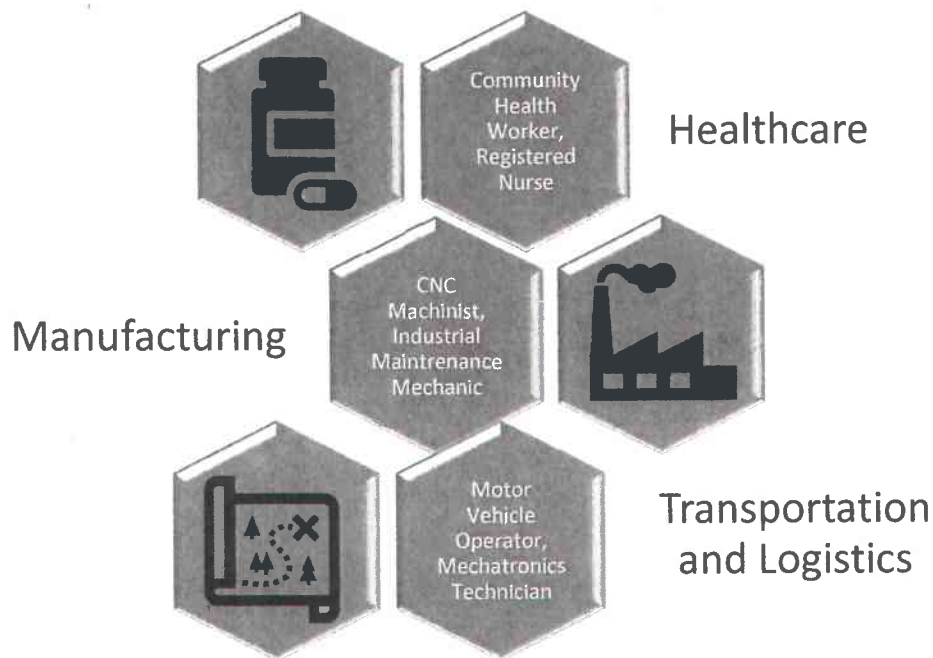
<p>Regional Sector-Based Career Pathways</p>	<p>#1) Continue to develop and measure participant success in regional sector-based career pathways for both youth and adults, with a focus on the following sectors: 1) Healthcare, 2) Manufacturing and 3) Transportation and Logistics</p> <p>#2) Ensure all pathways are accessible and lead to a living-wage occupation</p> <p>#3) Develop pre-apprenticeship and apprenticeship programs in both traditional (e.g. building trades) and non-traditional sectors (e.g. healthcare)</p>
<p>High Road Workforce System</p>	<p>#4) Facilitate the necessary partnerships and organizational development among the workforce development boards, America’s Job Centers of California, and other key partners to support high road employment</p> <p>#5) Develop a small business strategy to support high road entrepreneurship, including the creation and support of high-road jobs</p> <p>#6) Work with employers to identify career pathways to high-road employment</p>
<p>Access and Inclusion for All</p>	<p>#7) Facilitate community involvement to identify and address issues of race, equity and high road principles for the purpose of promoting improved service delivery, income mobility for individuals with barriers for employment, and growth in the regional economy</p> <p>#8) Development of regional, sub-regional and multi-regional strategies in response to COVID-19</p> <p>#9) Improve access to technology and build the digital literacy skills of participants in the region</p> <p>#10) Improve information and referral system to ensure participants receive the services they need</p>
<p>Future of Work</p>	<p>#11) Create a culture of adaptiveness, flexibility and acceptance of change when faced with FOW challenges or major disruptions such as COVID-19</p> <p>#12) Respond to the impacts of automation on jobs and career pathways</p> <p>#13) Prepare participants to thrive in remote and gig work situations and organizations/employers to ensure these jobs are high road</p> <p>#14) Integrate new on-the-job Health and Safety considerations into services (e.g. social distancing, new OSHA or CDC policies likely to come into effect due to COVID-19)</p>
<p>Regional Coordination and Alignment</p>	<p>#15) Conduct an organizational analysis/assessment to improve and streamline service delivery efforts</p> <p>#16) Increase efficiencies and reduce duplication through regional cooperation</p> <p>#17) Professional development, training and capacity building of workforce staff and partners</p>

In-Demand Industry Sectors and Occupations

Based on the Analytical Overview, the IERPU plans to continue developing regional sector pathways in the three sectors with the highest current and emerging demand: 1) Healthcare, 2) Manufacturing and 3) Transportation and Logistics. These three sectors were the region's focus in the prior 2017 – 2020 regional plan and remain the sectors with the most opportunity in the Inland Empire for the next four years.

As noted above in the Analytical Overview, each of these sectors have high road employment opportunities such as Registered Nursing in Healthcare, Industrial Maintenance Mechanic in Manufacturing and Mechatronics Technician in Transportation and Logistics (Figure 13). The education level required for these positions are usually at an associate's degree level primarily, which aligns well with the population of the region as noted in Tables 10 and 11 above. Given the high level of emerging demand in these sectors, there is ample opportunity that facilitates accessibility for participants in the region.

Figure 13: Targeted In-Demand Regional Sectors and Sample Occupations



The approach to developing career pathways in these in-demand industry sectors is captured in the goals the region has collaboratively developed below in Appendix B. Under the first section of the Inland Empire Regional Goals, Regional Sector-Based Career Pathways, the region developed Goals 1-3:

1. **Continue to develop and measure participant success in regional sector-based career pathways for both youth and adults, with a focus on the following sectors:**
 - a. **Healthcare**

- b. **Manufacturing**
- c. **Transportation and Logistics**

- 2. **Ensure all pathways are accessible and lead to a living-wage occupation**
- 3. **Develop pre-apprenticeship and apprenticeship programs in both traditional (e.g., building trades) and non-traditional sectors (e.g., healthcare)**

Tactically, the region intends to accomplish the first goal by coordinating with partners; continuing to track labor market information; leveraging a business-to-business approach to employer engagement (such as identifying and using “business champions”) to deepen partnerships with employers in the region; ensuring credentials are portable and stackable and promoting lifelong learning. These tactics are all consistent with current activities in the region and will also result in the development of Regional Indicators 1-4 as identified above.

Ensuring that all pathways lead to a living wage occupation requires the development of a definition of living wage at a subregional level because of the variance in cost of living across the region. The CWDB’s High Road framework will be used as a guide in determining job quality, including the definition of living wage. In order to make pathways more accessible, the region intends to improve the referral process with technology and integrating virtual services. Additionally, the region will support those who have left the workforce in returning, breaking down silos and reducing competition between workforce agencies working together to build career pathways in the region.

Finally, the region has prioritized the development of pre-apprenticeship and apprenticeship programs, building upon foundational programs at the InTech Center, High Desert Training Center and Riverside Community College District. Through improving program alignment, expanding program capacity and incorporating work-based learning opportunities, the region expects to be able to increase the number of participants in these programs, increase the persistence rate or trainees and develop new pre-apprenticeship or apprenticeship programs.

Responding to the Future of Work

All three of the target sectors identified above will be impacted by changes to the economy brought on by automation, the gig economy and remote work. In order to anticipate emerging demand in these sectors, these concepts are germane to career pathways for both youth and adults. The region took this into account in the planning process, intentionally discussed this with partners during input meetings and developed a specific set of goals related to the “Future of Work” in Appendix B, Goals 11-14:

- 11. **Create a culture of adaptiveness, flexibility and acceptance of change when faced with FOW challenges or major disruptions such as COVID-19**
- 12. **Respond to the impacts of automation on jobs and career pathways**

13. Prepare participants to thrive in remote and gig work situations and organizations/employers to ensure these jobs are high road

14. Integrate new on-the-job Health and Safety considerations into services (e.g., social distancing, new OSHA or CDC policies likely to come into effect due to COVID-19)

Both in response to the changes to the economy that new technology and changing work culture will bring and the long-term impacts of COVID-19, Goal #11 addresses the need to create a culture of adaptiveness in the region. This will include tactics such as creating alignment and trust among stakeholders, improving communication and more specifically, providing support for surge occupations recruitment when needed. An indicator of success is a positive response from employers who are able to recruit from the regional workforce development system to meet changing workforce needs.

Two more goals, Goals #12 and #13, call out responding to and preparing the workforce development system for automation, the gig economy and remote working, ensuring that jobs are high quality. Tactically, it will require reviewing current programs and services to look for opportunities to update them where needed to ensure participants are ready for the changes to existing jobs, or even for new ones that may be created. Building the digital literacy skills of participants will be a keystone of this approach as well as training staff on new technologies in the target sectors. Finally, working with employers to understand how technology, remote work and the gig economy may be changing jobs and how to ensure they are high road jobs will be necessary.

Goal #14 specifically addresses how the pandemic will directly change working conditions on the job, through new health and safety regulations. Workforce development organizations can expect that workspace layouts will change, there may be less individuals in a specific space than before and there may be new standards for cleanliness and sanitization they will need to be aware of. These new regulations will also impact training and in-person services, perhaps impacting the capacity of programs. Demonstrating real-time responsiveness to known and anticipated workplace health and safety changes in addition to policies and procedures for providing services are potential indicators of success.

Implementation of Regional Sector-Based Career Pathways

Assigned Partner Organizations

Implementation of regional sector-based career pathways relies on coordination with key partners. The IERPU consists of the Riverside County Workforce Development Board (RCWDB) and the San Bernardino County Workforce Development Board (SBCWDB), and its primary partners include the agencies listed below in Table 13. In addition, the IERPU works with a number of nonprofit and other support organizations, which participated in the planning process outlined in Appendix A.

Table 13: Assigned Partners

Agency	Regional Partner
California Department of Rehabilitation (DOR)	Inland Empire Regional Office
Community Colleges	Barstow, Chaffey, College of the Desert, Copper Mountain, Crafton Hill, Moreno Valley, Mt. San Jacinto, Norco, Palo Verde, Riverside City, San Bernardino Valley, Victor Valley
Adult Education Block Grant (AEBG)	Barstow Area Consortium for Adult Education, Victor Valley Adult Education Regional Consortium, Morongo Basin AEBG Consortium, Desert Regional Consortium, Palo Verde River Consortium, Inland Adult Education Consortium, About Students Regional Consortium, S. Riverside AEBG, West End Corridor/ Chaffey Regional AE Consortium
Economic Development Centers (EDC)	Coachella Valley Economic Partnership, Inland SoCal Link iHub, California Network for Manufacturing Innovation (CNMI) iHub
Small Business Development Centers (SBDC)	Coachella Valley, Inland Empire, Orange County Inland Empire
County Office of Education (COE)	San Bernardino, Riverside
K-12 Career and Technical Education (CTE)	California Department of Education Region 7

Guiding Principles

There are three guiding principles the IERPU and its partners will utilize to foster demand-driven skills attainment in the region:

- 1. Equitable Access to Regional Sector-Based Career Pathways for All:** In order to ensure that all participants in the IE region have equitable access to career pathways, strong supports and services need to be in place. Particularly in response to COVID-19, which has exacerbated existing inequities and exposed new ones. The region plans to develop regional, sub-regional and multi-regional responses to the pandemic, facilitating community involvement to identify long-standing as well as emerging issues of racial and ethnic inequities. Specifically, the region has identified access to technology, Wi-Fi, in-person services as a barrier to equity, particularly for remote areas of the region and has strategies to address these issues. They are discussed in detail below and in Appendix B under “Access and Inclusion for All”.

Automation, the gig economy and remote working are a few concepts that will all have an impact on access and inclusion for participants. These “future of work” issues have the potential to dramatically alter jobs tasks, job quality and possibly to eliminate entire job categories. The IERPU plans to address this through creating a culture of adaptiveness, responding to the impacts of automation, gig economy and remote work in the design of career pathways and considering how new health and safety standards will impact jobs. Please see Appendix B under “Future of Work” for more details.

- 2. High Road Employment Focus:** The IERPU engages in a number of business engagement activities to regularly receive guidance about industry needs and to guide the development of career pathway programs. The goal is to make each business a true partner in workforce development and not only a customer. Both local workforce boards work with business intermediaries such as Chambers of Commerce to leverage a Business to Business or “B2B” approach. The B2B approach utilizes business champions to recruit their peers to become employer partners with the IERPU and its workforce development partners. This type of partnership provides opportunities for the region to encourage high road business practices such as family-supporting wages (used interchangeably with “living wage” in this document), benefits, safe working conditions, fair scheduling practices, and transparent career advancement opportunities.

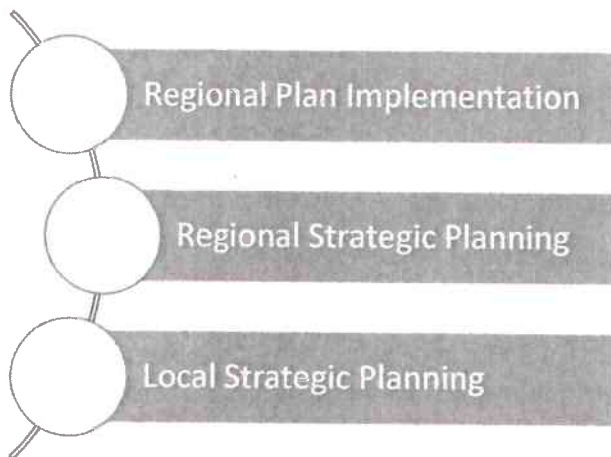
As a partner with the business community, the IERPU regularly looks for opportunities to provide support to regional businesses in new ways. In 2020, the region worked closely with economic development teams in both counties to support businesses impacted by COVID-19. This included outreach related to Rapid Response and other layoff aversion programs. As an example of a new approach, SBC staff made an average of 1,000 business calls per week to offer the assistance of the SBC COVID-Compliant Business Partnership Program. The program included up to \$5,000 in emergency funding and access to Personal Protective Equipment (PPE) at cost. Being a valuable service provider to businesses in multiple ways builds a stronger partnership and new opportunities for participants with these employers. The IERPU intends to facilitate organizational development, develop a small business strategy for supporting high road entrepreneurship and to work closely with employers to identify career pathways to high road employment. Please see below and Appendix B under “High Road Employment System” for more details.

- 3. A Cohesive Regional Workforce Development System:** The three guiding principles rely on having a cohesive regional workforce development system. Both counties are committed to ensuring that the IERPU is successful in delivering accessible career pathways to the middle class and intend to build upon its successful regional partnership and address outstanding issues as they are identified. This begins with an assessment of the region’s strengths and weaknesses in terms of coordinated service delivery, increasing efficiencies while reducing duplication and professional development, training and capacity building of workforce staff and partners. Please see below and Appendix B under “Regional Coordination and Alignment” for more details.

Regional Organizing Mechanisms

On an ongoing basis, the IERPU Regional Goals will be reviewed against progress made on the indicators that are identified for each goal in Appendix B. There are three key mechanisms for establishing regional indicators and tracking progress on these regional goals:

Implementation of the IERPU Regional Plan : As noted above, the region submitted a proposal for funding its regional planning process, which includes the hiring of a consultant to help establish benchmarks, develop Regional Indicators 1-4 and set indicators for measuring progress. The Joint Annual AJCC MOU Partner Meetings will also be a key tactic for operationalizing the regional plan.



Regional Strategic Planning: In addition to regular local WDB meetings for both SBCWDB and RCWDB, the IE region has the IERPU Steering Committee. This body supports specific regional projects such as Prison to Employment (P2E) in addition to broad-scope regional organizing, training coordination and support. Members from both county workforce boards serve on this committee in addition to other partner organizations. As noted above, a Joint AJCC MOU Partner Meeting is held annually.

Local Strategic Planning: On an ongoing basis, both SBCWDB and RCWDB have local planning processes, focused on ensuring the workforce development system is appropriately responsive to business and community needs. The WDBs rely on LMI data and occupational outlooks from the most current data sources. Occupational outlooks are cross-referenced with the O*NET for education, experience and skills requirements as well as entry-level wage information that is used in identifying workforce needs. These analyses are also used to determine the target industries that the WDBs will prioritize as they plan and implement the local workforce development strategies. Strategic planning sessions of the WDBs are usually scheduled annually for each WDB to identify adjustments to be made to plans or developing new goals as needed.

IV. Enabling Upward Mobility for All Californians

High Road Workforce System

In alignment with the CWDB state workforce plan, a high road workforce development agenda will require regional systems that support high road employment. It is the intention of the IERPU and its partners to prioritize working with employers who provide quality, high road jobs with family-sustaining wages and comprehensive benefits. The region also has a plan for developing a policy related to job quality. This is outlined in the set of regional goals titled “High Road Workforce System” in Appendix B, Goals 4-6:

- 4. Facilitate the necessary partnerships and organizational development among the workforce development boards, America’s Job Centers of California, and other key partners to support high road employment**
- 5. Develop a small business strategy to support high road entrepreneurship, including the creation and support of high-road jobs**
- 6. Work with employers to identify career pathways to high-road employment**

Employer-Driven Training Model

The employer driven training model is a collaborative effort with employers, education partners and the Workforce Development Boards (WDBs). It emerged as a strategy to better support regional businesses as they recover from the COVID-19 pandemic. This model allows the employers to select employees prior to the start of their training, ensuring that participants will be hired upon completion of the training. So far, it has proven to be a successful approach to both a CNA and a Truck Driving training cohort. The region is considering expansion of the model to the manufacturing sector in response to employer needs.

With relation to employers offering high road jobs, the IERPU intends to leverage its industry consultants to work with employer on identifying high-road employment opportunities. Industry consultants for healthcare and manufacturing have been active since 2016 (with a several month interruption in activity for manufacturing in 2020). An industry consultant for transportation and logistics was added in 2019. A new consultant for manufacturing was recently identified in late 2020 and is coming on board at the writing of this plan.

An example of the industry consultants’ responsibilities that will prioritize high road employment is in healthcare where the consultant will assist the region to partner with the LAUNCH Initiative to continue to promote the Community Health Worker (CHW) training program for high road healthcare jobs.

In response to the needs that small businesses in the region express, the IERPU and its partners will identify solutions that include high road jobs. A strong, high-functioning workforce leads to a strong business, creating jobs that pay a living wage, include benefits, and are flexible and supportive to the needs of workers. This goal will also include developing and augmenting entrepreneurship training with education about high road jobs and why they should be part of a business plan. Finally, training will be provided to small business employees to help them with meeting the demands of a high road job and helping make a small business successful.

As described in Goal #4, the region will convene an annual Joint AJCC Partnership Meeting with MOU partners from both counties. An outcome of this meeting will be a formal policy for job quality. The partners will make use of regional LMI data, a cost-of-living assessment for the region, discussion with employers as noted in Goal #1, and feedback from other partners and participants to develop the policy. Aligned with the CWDB Unified Strategic Workforce Development Plan, the region will explore elements of job quality related to family-supporting wages, benefits, safe working conditions, fair scheduling practices, and career advancement opportunities that are transparent.

Finally, the region will develop a formal policy related to job quality as part of the regional plan implementation. This is accomplished through coordination with a consultant to establish benchmarks, develop and measuring progress towards Regional Indicators 1-4. Regional Indicator 2 includes the development of a formal policy related to job quality. The CWDB's High Road Framework will be a key tool in developing this policy and it will include elements of equity, climate and what makes high-quality jobs such as paying a living wage. The annual Joint AJCC Partnership meeting, noted under tactics in Goal #4, will also be leveraged to determine what will be included in this policy.

Equity and Economic Justice

As noted in the Analytical Overview, the IE region is both a culturally diverse and a geographically vast area. There is a prevailing interest to ensure all participants have equitable access to career pathways, no matter where they live or the services they need to be successful. The IERPU has developed a set of goals, with associated tactics and indicators for success under the category of "Access and Inclusion for All" in Appendix B, Goals 7-10:

- 7. Facilitate community involvement to identify and address issues of race, equity and high road principles for the purpose of promoting improved service delivery, income mobility for individuals with barriers for employment, and growth in the regional economy**
- 8. Development of regional, sub-regional and multi-regional strategies in response to COVID-19**
- 9. Improve access to technology and build the digital literacy skills of participants in the region**

10. Improve information and referral system to ensure participants receive the services they need

Goal #7 includes hiring a consultant to establish benchmarks and new strategies, including for access and inclusion. It will include an organizational analysis to determine barriers for specific populations in the system and opportunities to reduce these barriers to entry. It will also include regular community conversations, engagement and feedback to ensure that the IERPU is aware of and addressing any outstanding needs for access and inclusion in regional career pathway programs.

In response to the COVID-19 pandemic as well as in relation to access and inclusion, a response at multiple levels – regional, sub-regional and multi-regional – is necessary. It will take regular engagement with partners, participants and employers to develop new strategies, both short- and long-term to help the region’s economy recover from the pandemic. Providing more accessible and safer in-person services through co-location of staff in partner agencies is an important tactic to achieve this. Finally, the pandemic also highlighted an ongoing need to improve the access to technology and build digital literacy in the region. The region intends to support efforts to identify and connect communities who need better access and disseminate information at AJCCs and partner organizations as well.

Other indicators of success for this group of goals include new policies to support equity, access and inclusion that are co-developed by regional partners, benchmarks on current performance and measurements to identify success in this area. In order to address the need for digital literacy, AJCCs and partner organizations will add training to workshops and programs. Finally, new tools and resources will be identified or created to assist workforce staff with ensuring access and inclusion for all.

Across WIOA core partners, Community Colleges, Adult Education Programs and community-based organizations the IERPU will also identify shared target populations of emphasis as part of the development of Regional Indicator 3.

Access to Programs for Special Populations

The IERPU partners, with other agencies and community-based organizations (CBOs), continue to serve multiple other special populations and subpopulations including low-income individuals, foster youth, disconnected youth, English Language Learners (ELL), and Persons with Disabilities (PWD). Both WDBs have leveraged these partnerships as part of a regional strategy as well as program development and co-enrollment of shared customers.

Partnerships will continue to be developed to reach and serve special populations throughout the region. IERPU partners rely on the Inland Regional Center (IRC) and the Department of Rehabilitation (DOR) for connections and referrals to PWD living in Independent Living Centers (ILC). IRC and DOR case manage and provide services to PWD including those residing in ILCs and other independent living facilities in the Inland Empire. Co-enrollment of special populations with CBOs allows for additional services to be provided including supportive services, mental health services, Healthcare, training, counseling, childcare, among others as needed to ensure customer success.

During the annual Joint AJCC Partnership Meeting with both counties that is outlined in Goal #4, a regional planning process will be developed to review target populations to look for any necessary service strategy adjustments or additions. This will be based on the partners' observations about the needs of the community, specific population needs and relevant regional demographic data.

Working with Employers and Training Providers to Ensure Equal Access

As noted under "Access and Inclusion for All" above, the region is committed to working with employers, training providers and all partners to ensure that historically unserved and underserved have equal access to regional sector pathways, earn and learn opportunities and supportive services.

Due to the COVID-19 pandemic, the region has set a goal to develop regional, sub-regional and multi-regional strategies to address access and inclusion issues that were either created or exacerbated by the pandemic (see Goal #8). The strategies will address ways to ensure regular engagement of community partners in relation to health and safety issues, addressing both short- and long-term needs of participants (e.g., the availability of virtual services while the pandemic is still a significant concern vs. returning to more in-person services when it is safe to do so).

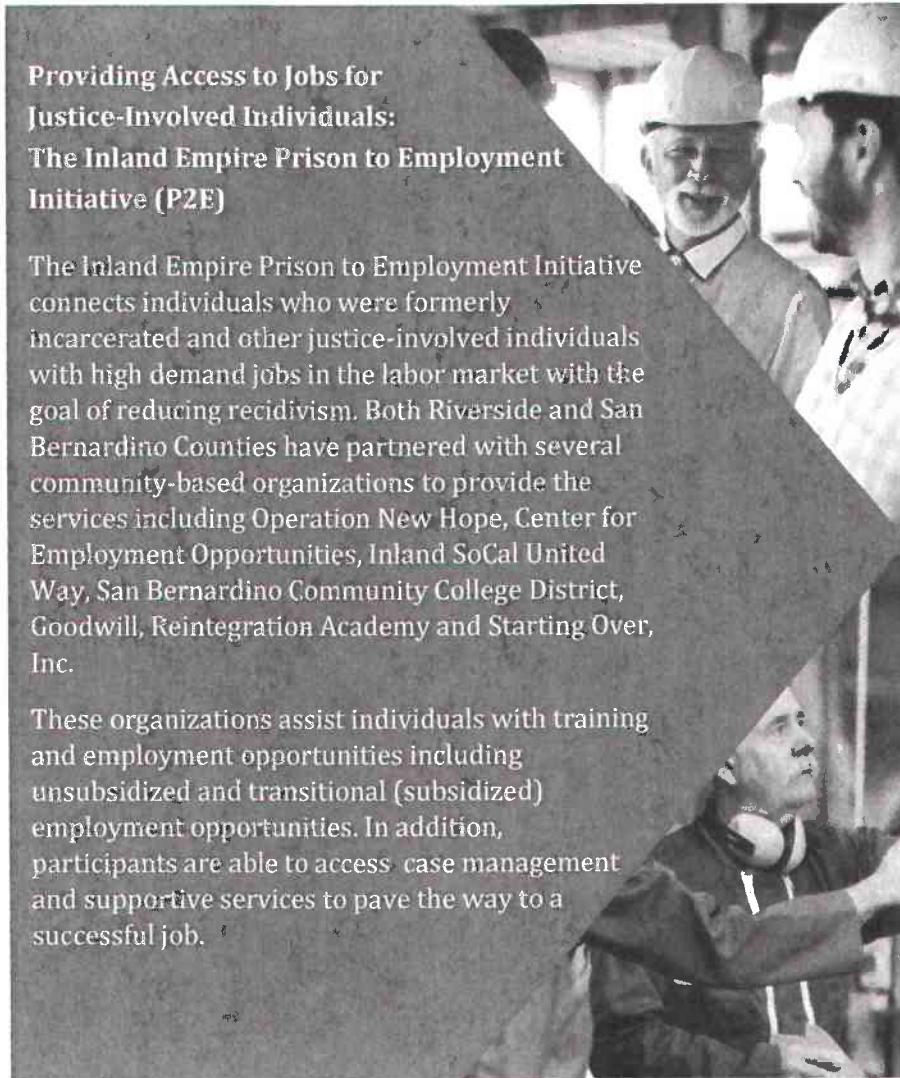
As described earlier, the region is very geographically large and access to services in remote parts of either county is an issue. Goal #9 addresses this issue by working with regional agencies to advocate for improved broadband access infrastructure, offering access to Wi-Fi in all regional partner locations and building the digital literacy of participants. Indicators of success here include access to affordable and accessible Wi-Fi in the majority of residential locations in the region and increased access to digital literacy training through AJCC workshops and programs or through partner collaboration.

Finally, the region will develop a formal policy related to equity as part of the regional planning process. Both counties have already formally recognized racism as a public health crisis, which provides a strong foundation for developing the policy. This will be accomplished through coordination with a consultant (Goal #7) to establish benchmarks, develop and measuring progress towards Regional Indicators 1-4. Regional Indicator 2 includes the development of a formal policy related to equity. The annual Joint AJCC Partnership meeting, noted under tactics in Goal #4, will also be leveraged to determine what will be included in this policy.

**Providing Access to Jobs for
Justice-Involved Individuals:
The Inland Empire Prison to Employment
Initiative (P2E)**

The Inland Empire Prison to Employment Initiative connects individuals who were formerly incarcerated and other justice-involved individuals with high demand jobs in the labor market with the goal of reducing recidivism. Both Riverside and San Bernardino Counties have partnered with several community-based organizations to provide the services including Operation New Hope, Center for Employment Opportunities, Inland SoCal United Way, San Bernardino Community College District, Goodwill, Reintegration Academy and Starting Over, Inc.

These organizations assist individuals with training and employment opportunities including unsubsidized and transitional (subsidized) employment opportunities. In addition, participants are able to access case management and supportive services to pave the way to a successful job.



V. Aligning, Coordinating, and Integrating Programs and Services

System Alignment

Having all workforce system partners moving together toward a shared purpose requires continuous assessment of efficiencies and gaps, followed by changes to improve efficiency. Agreeing on good communication and written agreements are important, but do not tell the whole story of proper system alignment. Keeping this in mind, the IERPU has developed a robust set of goals for system alignment, categorized under “Regional Coordination and Alignment” in Appendix B, Goals 15-17:

- 15. Conduct an organizational analysis/assessment to improve and streamline service delivery efforts**
- 16. Increase efficiencies and reduce duplication through regional cooperation**
- 17. Professional development, training and capacity building of workforce staff and partners**

The next steps for system alignment will be identified through an organizational assessment conducted by a committee comprised of county workforce staff and regional partners. The committee will identify strengths, weaknesses, opportunities and threats that can be used to develop strategies to close gaps, increase efficiencies, reduce duplication and ensure workforce services are as efficient and effective as possible. Tactics for implementing these new strategies will likely include working with various regional coalitions, business organizations and AJCC system partners in both counties.

Other key tactics that will increase system alignment goals include generating, sharing and utilizing quarterly reporting to track progress. It is important for WDB directors, project leads and service delivery partners to be on the same page with current progress as they make decisions about service delivery strategy. In addition, the region will ensure WDB members from both boards participate in AJCC MOU partner meetings at regular intervals. This gives them a better understanding of the tactical challenges and needs of the day-to-day operations as they help shape regional strategies.

Finally, professional development, training and capacity building of workforce staff and partners will be conducted as part of system alignment. Collaborating as a region, the number of workforce staff trained will be tracked and a method to determine impact of the training will be implemented. The local plans for both San Bernardino County and Riverside County contain additional details about the content of workforce staff training.

Joint Annual AJCC MOU Partner Meeting

On an annual basis, the two AJCC MOU Partner groups from both SBCWDB and RCWDB will co-develop an agenda and meet to discuss region-wide workforce activities in order to align and coordinate efforts. Generally, the group will identify needs for coordination among participant services, employer engagement and support services for the shared populations. This body will be a core part of developing Regional Indicators 1-4, benchmarking current activities and setting metrics to determine success against the four indicators. Another priority for this group during the term of this plan is to assist in coordinating capacity building for MOU partners and training for staff.

IERPU MOU and Administrative Cost Arrangements

The RCWDB and SBCWDB entered into a MOU in April of 2018 to formalize their partnership as the IERPU, agree to coordinate on regional planning and implementation, staff and workforce board training and to jointly carry out tasks that are outlined in grant funding from the CWDB. It also established a framework for service agreements between the two counties for subgrants received by either county related to regional workforce development. As one of the first agreements of its kind in the state, it has served as a model for other regions. Please see Appendix C for the complete agreement (to be added in final draft).

As Local Workforce Development Areas (LWDAs), workforce funds are awarded separately from CWDB with either county serving as the administrative and fiscal lead. The MOU created as an “umbrella” agreement for the use of regional funds per IERPU regional WIOA plans, allows for sharing of funds between the two counties, regardless of the designated administrative lead.

Scope of Services in the MOU:

- i. Work with county staff and the CWDB staff to deepen regional collaborations
- ii. Develop and build workforce/education/economic development partnerships
- iii. Engage employers as full partners in the workforce system
- iv. Support the implementation of regional activities

A primary subgrant the two workforce boards officially coordinate together on under the terms of this MOU is the state Regional Plan Implementation (RPI) grant, currently the 4.0 iteration. A few activities the counties will coordinate in the current cycle include:

- Stakeholder engagement, and inclusion, strategic partnership development within and across the region (supporting strategic partnership development in singular communities and counties, sub-regional partnership initiatives, and/or expanding or building partnerships across multiple jurisdictions).
- Facilitating community conversations, engagement, and/or training on issues of race, equity and high road principles for the purpose of promoting improved service delivery, income mobility for individuals with barriers for employment, and growth in the regional economy.
- Convene annual Joint AJCC Partnership meeting with Riverside, San Bernardino County and AJCC partners to share best practices, review labor market data and regional plan activities.

In the last planning period, RPI 3.0, the region developed a workplan and collaborated on included activities such as the IERPU Steering Committee (see above under “Regional Organizing Mechanisms”), developing contracts for manufacturing and healthcare consultants, Next Gen Logistics/Transportation Partnership meetings, regular bi-weekly staff meetings including Business Services Solutions and training for participants in the targeted industry sectors.

VI. Conclusion

The IERPU looks forward to implementing this regional workforce development plan with its partners over the next four years. While the data has pointed the region toward specific industries for focusing its sector-based career pathway development efforts - namely in Healthcare, Manufacturing and Transportation and Logistics - there are other important considerations for the regional workforce development system. This plan seeks to balance the employment demand observed in the data with the future of work, access and inclusion, building a high road employment system and ensuring regional system coordination - all while continuing to manage the economic recovery from COVID-19.

With the guiding principles of creating equitable access to regional, sector-based career pathways for all, a high road employment focus and maintaining a cohesive regional workforce development system, the IERPU will continue to realize its vision of a reinvented regional system that engages business and industry in identifying high quality jobs and designing training programs to prepare a competitive workforce.

Appendix A: Stakeholder and Community Engagement Summary

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

Process

Sessions and Attendance

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Virtual Conference	Assigned Partners, AJCC MOU Partners, Service Providers and other Stakeholders	126* and 41	Sessions held 12/17/20 and 1/13/21
Workforce Development Board Meeting Workshop (Virtual)	San Bernardino County Workforce Development Board (Planning Workshop)	Approx. 15	Workshop held at regular board meeting 12/16/20
Virtual Conference	Small Working Groups of San Bernardino County Workforce Development Board	2- 4 board members per session	Small group discussions held with board members 1/4/21, 1/6/21, 1/12/21, 1/21/21
Workforce Development Board Meeting Workshop (Virtual)	Riverside County Workforce Development Board (Planning Workshop)	83	Board meeting called specifically to discuss proposed plan goals on 1/11/21
Virtual Conference	Regional Employer Partners	65	Session held 1/20/21

* 126 were registered but technical difficulties with Zoom kept attendance to 100 during the session. Participants who were not able to attend on 12/17/20 were invited to attend on 1/13/21

Format

All sessions were held via Zoom and leveraged a collaborative whiteboard tool, Miro. The sessions included a mix of presenting information and then collecting input in small breakout rooms (max of 20 people) per breakout.

In larger sessions, information was added to the shared board space by a facilitator; in smaller sessions, individuals were given a brief training and added content to the board themselves for a virtual “gallery walk” to provide input.

After small group breakouts, we would debrief as a group.

Analysis

Review of the input sessions including leveraging the “top 3” presented by each breakout area (if the meeting had such a report back) as well as looking for repeated ideas/phrases, and the main facilitator’s observation of ideas that were well received during the course of each discussion.

Feedback

The workforce development boards received overall positive feedback that the meetings were highly engaging and inclusive, seeking input from both vocal participants, as well as leveraging chat feature to also incorporate feedback provided by less vocal participants – this allowed for a more inclusive participation format.

Breakout room facilitators reported that they were able to engage all participants effectively and keep participation high.

Nearly all participants in sessions stayed online and engaged for the full meeting time.

Synthesis of Input

Overarching themes:

- Work collaboratively to avoid competitive duplication of services, including referral system and stronger communication; “warm hand-offs.” Partner with stakeholders to identify and break down silos.
- Better shared data – both service provider, as well as labor market and state level data (e.g., ETPL).
- Leveraging virtual services – the surge forward in using Zoom during COVID-19 broke down seeming barriers to working virtually with clients, and also identified barriers to access for some members of the community.
- All groups clearly identified alignment with various partners in the education system, not just K-12, but also adult education, community colleges
- Partnering with employers both to review and understand data, and also take time to educate and engage them on crucial topics. Employers can be informed of the new terms/thinking of the workforce system.
- Leveraging and engaging workforce partners in labor market data so everyone is on the same page about trends and projections.
- Protect small businesses. “Mom and pop” business are a staple of our economy, and can get quickly left behind as things change.
- Asset mapping surfaced in several conversations as a possible next step to identifying resources, looking for duplication of services/possible partnerships, and lifting up the assets of the community overall. They also specified some best practices to inform the region that will help spur things ahead.
- All groups discussed the disparate impact on vulnerable populations, and that serving these communities will be as much about workforce services as mental health, housing and other supports that take into consideration the social and economic impacts of the pandemic as it exacerbated individual/family challenges.
- Discussed ensuring the different needs of rural vs. urban areas, and keeping in mind the variation in industries across the region.

Career Pathways to the Middle Class



- Apprenticeship Programs - building trades and non-traditional Industries. Some industries are established, but need to focus on industry where there is more opportunity.
- Engaging with businesses and the education systems, largely to increase partnership and specifically to raise up awareness for students and parents to jobs which do not require a 4-year degree
- Begin with the end in mind – leverage labor market data to forecast demand, and work with employers to clearly mine the data and clarify needs.
- Improve the eligibility process for pathway opportunities, and ensure the pathways focus on living-wage jobs and that have a progression to better paying.
- Make sure it is clear that career pathways are both for youth and adults

COVID-19



- Consistent collaboration and communication emerged as both a strength of what emerged during the crisis, and also something to focus on moving ahead.
- Engaging with the community and employers will be essential in addressing what “normal” will be moving ahead. The pandemic forced partners to embrace some automation, and adapt quickly. All sessions discussed how to continue the flexibility, creativity and quick pivoting that partners did during the most restrictive of pandemic restrictions.
- The input strongly reflected that we are not getting back to “normal” but rather the pandemic revealed capacity to gear-up quickly and address online-learning.
- The pandemic also highlighted disparities for vulnerable populations, in terms of (and not limited to) underlying health and mental health issues, and digital divide challenges.
- Ensuring safety of all workforce partners will be an ongoing concern – partners had to double their “footprint” to ensure safety, and navigate the logistics of accessing PPE/safety equipment.

NOTE: this began as a separate discussion group during input sessions, but the impact of COVID-19 was discussed in every group.

Appendix B: Inland Empire Regional Workforce Goals

Below are the IERPU Workforce Goals for 2021-2024, along with associated tactics (how goals will be accomplished) and indicators (how success will be achieved). Goals highlighted in color are part of the region’s response to COVID-19.

Regional Sector-Based Career Pathways		
Goal	Tactics	Indicators
<p>1. Continue to develop and measure participant success in regional sector-based career pathways for both youth and adults, with a focus on the following sectors:</p> <ul style="list-style-type: none"> • Healthcare • Manufacturing • Transportation and Logistics <p><i>Note: the region will also continue to pursue other emerging sectors and occupations as they are identified.</i></p>	<ul style="list-style-type: none"> • Coordinate with partners to implement IERPU’s RPI 4.0 proposal • Utilize labor market information, workforce board guidance and feedback from employers to ensure strategies are relevant and effective • Leverage a business-to-business (B2B) approach and deepen partnerships with employers in the region • Ensure credentials are portable and stackable through coordination among regional partners • Promote lifelong learning as part of career pathway development 	<ul style="list-style-type: none"> • <u>Regional Indicator 1:</u> Development of a process to communicate industry workforce needs to supply-side partners • <u>Regional Indicator 2:</u> Development of policies supporting equity and defining job quality • <u>Regional Indicator 3:</u> Identification of shared target populations of emphasis • <u>Regional Indicator 4:</u> Deployment of shared/pooled resources to provide services, training, and education to meet target population needs
<p>2. Ensure all pathways are accessible and lead to a living-wage occupation</p>	<ul style="list-style-type: none"> • Develop an agreed-upon definition of living wage that is based on consistently and readily accessible 	<ul style="list-style-type: none"> • Regional Indicator 2 (above) • System in place to track co-enrolled participants to engaged

	<p>metrics and able to be regularly (e.g., annually) updated</p> <ul style="list-style-type: none"> • Improve the referral process by utilizing technology, integrating virtual and in-person services • Support people who have left the workforce in retraining and returning to jobs in target sectors, particularly those impacted by job loss in retail and hospitality sectors • Improve efficiency through breaking down silos and reducing competition between agencies • Leverage the CWDB High Road Framework to guide the definition of job quality and high road employment 	<p>them more holistically throughout their career path</p> <ul style="list-style-type: none"> • Definition of high road occupations for the Inland Empire (Regional Indicator 2) • Definition of living wage at a subregional level
<p>3. Develop pre-apprenticeship and apprenticeship programs in both traditional (e.g., building trades) and non-traditional sectors (e.g., healthcare)</p>	<ul style="list-style-type: none"> • Improve program alignment and expand pre-apprenticeship and apprenticeship opportunities in the region • Leverage existing apprenticeship programs at InTech, High Desert Training Center, and Riverside Community College District • Incorporate work-based learning opportunities to gain hands-on experience where possible 	<ul style="list-style-type: none"> • Increase in the # of participants in existing apprenticeship programs • Increased persistence rate in training programs and # of job placements • Development of new pre- and/or standard apprenticeship programs in target sectors
High Road Workforce System		
Goal	Tactics	Indicators
<p>4. Facilitate the necessary partnerships and organizational</p>	<ul style="list-style-type: none"> • Convene annual Joint AJCC Partnership meeting with 	<ul style="list-style-type: none"> • Regional Indicators 1-4 (above)

<p>development among the workforce development boards, America's Job Centers of California, and other key partners to support high road employment</p>	<p>Riverside, San Bernardino County and AJCC partners to share best practices, review labor market data and regional plan activities, and determine the four regional indicators</p> <ul style="list-style-type: none"> • Coordinate with RPI 4.0 Technical Assistance Provider Evaluation Team to establish and track outcomes • Assessment of critical infrastructure; management and facilitation of organizational change where needed • Staff professional development and organizational capacity building • Regional planning process to develop additional identified target populations. • Continuing to assess how COVID-19 has impacted employers and customers 	<ul style="list-style-type: none"> • New and/or enhanced services and practices that support high-road employment
<p>5. Develop a small business strategy to support high road entrepreneurship, including the creation and support of high-road jobs</p>	<ul style="list-style-type: none"> • Listen to the needs of small businesses • Offer more options for entrepreneurship training • Training targeted to small business employees to meet higher performance standards 	<ul style="list-style-type: none"> • Development of 3-4 digital tools to support high-road entrepreneurship and high-road jobs • Provide access to high-quality entrepreneurship training for small business owners and youth
<p>6. Work with employers to identify career pathways to high-road employment</p>	<ul style="list-style-type: none"> • Leverage industry consultants to work with employers to identify high-road employment opportunities and necessary skills and qualifications 	<ul style="list-style-type: none"> • Identification of required skills and qualifications for high-road employment in target industries • Regional Indicator 1 (above) • Regional Indicator 2 (above)

	<ul style="list-style-type: none"> Empower business engagement staff at County and AJCCs to identify and engage high-road employers 	
Access and Inclusion for All		
Goal	Tactics	Indicators
<p>7. Facilitate community involvement to identify and address issues of race, equity and high road principles for the purpose of promoting improved service delivery, income mobility for individuals with barriers for employment, and growth in the regional economy</p>	<ul style="list-style-type: none"> Follow County procurement procedures to contract with a consultant to assist with establishing benchmarks, developing and measuring progress towards Regional Indicators 1-4 Organizational analysis/assessment to improve/streamline service delivery efforts. Leverage regular community conversations, engagement, and/or training to surface issues and potential solutions Deployment of shared/pooled resources to provide services, training, and education to ensure equity, access and inclusion 	<ul style="list-style-type: none"> Regional Indicator 2: policy for equity (above) Regional Indicator 3: shared target populations (above) Established benchmarks and measurements to track progress towards ensuring equity, access and inclusion The development and/or obtainment of tools to assist workforce staff with ensuring access and inclusion Development of Regional Indicators 1-4 (above)
<p>8. Development of regional, sub-regional and multi-regional strategies in response to COVID-19</p>	<ul style="list-style-type: none"> Regular engagement with partners, participants and employers to understand health and safety issues Development of new strategies to address issues, both short- and long-term Provide more accessible and safer in-person services through co-location of staff in partner agencies 	<ul style="list-style-type: none"> Coordinated regional, sub- and multi-regional strategies to address layoffs through Rapid Response and other services Adjusted participant service delivery strategies Co-locating staff in remote areas of the region for in-person services in

		county offices, libraries, community colleges and nonprofit agencies
9. Improve access to technology and build the digital literacy skills of participants in the region	<ul style="list-style-type: none"> • Support efforts to identify communities with limited Wi-Fi / internet access and a plan to improve access, working with appropriate local agencies • Disseminate information about Wi-Fi access for participants in all regional AJCCs and/or through partner collaboration • Building digital literacy modules into existing training and services 	<ul style="list-style-type: none"> • Access to affordable and accessible Wi-Fi in the majority of residential locations in the region • Increased access to digital literacy training through AJCC workshops and programs or through partner collaboration
10. Improve information and referral system to ensure participants receive the services they need	<ul style="list-style-type: none"> • Explore 1-2 potential technology solutions for information and referral management • Develop standard procedures for referrals between agencies that improve the uptake of new services by participants 	<ul style="list-style-type: none"> • The selection and implementation of an information and referral system • Final standard procedures for referrals between agencies
Future of Work		
Goal	Tactics	Indicators
11. Create a culture of adaptiveness, flexibility and acceptance of change when faced with FOW challenges or major disruptions such as COVID-19	<ul style="list-style-type: none"> • Create alignment and trust among employers, training providers, education and public agencies in responding to a changing environment • Improve communication and alignment among regional partners (see Regional Coordination and Alignment) 	<ul style="list-style-type: none"> • Development of metrics for measuring and determining effectiveness of communication and culture change • Positive response from employers in response to a changing economic environment

	<ul style="list-style-type: none"> • Support for surge occupation recruitment efforts from Business Services staff 	
<p>12. Respond to the impacts of automation on jobs and career pathways</p>	<ul style="list-style-type: none"> • Review programs and services to participants for potential impacts due to automation and update as necessary • Provide professional development to organizational staff to better understand automation and specific technologies relevant to target sectors • Gather feedback from employers on how technology is changing in the workplace and what skills and qualifications are needed 	<ul style="list-style-type: none"> • Identification of 3-4 new programs or augmentation of existing programs to address automation in a target sector • Offering at least one new professional development opportunity to staff related to automation and new technologies
<p>13. Prepare participants to thrive in remote and gig work situations and organizations/employers to ensure these jobs are high road</p>	<ul style="list-style-type: none"> • Building digital literacy skills for participants (see Access and Inclusion) • Preparing participants for how to identify and perform in high-quality gig and remote work opportunities, including learning employability skills • Working with employers to identify remote work opportunities and skills/qualifications, etc. • Working with employers to ensure gig and other contingent working arrangement create high road jobs 	<ul style="list-style-type: none"> • Increased access to digital literacy training through AJCC workshops and programs or through partner collaboration • Employers, participants and workforce partners are coordinating to ensure job opportunities that are remote or gig/contingent by nature are considered high road, as defined by job quality standards developed in Regional Indicator 2 (above)
<p>14. Integrate new on-the-job Health and Safety considerations into services (e.g., social distancing, new OSHA or CDC policies likely</p>	<ul style="list-style-type: none"> • Monitor local, state and federal guidelines related to public health and employment 	<ul style="list-style-type: none"> • Real-time responsiveness to known and anticipated health and safety considerations for services and employment

<p>to come into effect due to COVID-19)</p>	<ul style="list-style-type: none"> • Prepare partners and participants for anticipated working environments with more social distancing, more remote working arrangements and stricter health and safety standards • Business Services teams share best practices and resources with businesses 	<ul style="list-style-type: none"> • Include awareness of new working conditions in participant services and training • Policies and procedures for providing services that are responsive to new guidelines and anticipated on-the-job working conditions
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Regional Coordination and Alignment

Goal	Tactics	Indicators
<p>15. Conduct an organizational analysis/assessment to improve and streamline service delivery efforts</p>	<ul style="list-style-type: none"> • Assemble a committee to conduct a strategic planning session for regional workforce development staff 	<ul style="list-style-type: none"> • Identification of Strengths, Weaknesses, Opportunities and Threats (SWOT analysis) • Set of strategies that leverage strengths, take advantage of opportunities, address weaknesses, and plans for potential threats • Documented clarification of roles between WDBs, AJCCs MOU Partners, County workforce staff and other partners
<p>16. Increase efficiencies and reduce duplication through regional cooperation</p>	<ul style="list-style-type: none"> • Coordinate with regional coalitions, business organizations, AJCC System partners, community colleges, etc. • Identify and share related and relevant state and federal grant projects that should be aligned/coordinated with the regional effort 	<ul style="list-style-type: none"> • Increased capacity and local technical assistance planning and local board development to incorporate strategies for system alignment and upward mobility for residents • Participation in a minimum of two statewide meetings per year • Participation in meetings with LWDBs and partners to keep them

	<ul style="list-style-type: none"> • Work with Regional Training Coordinators, regional coalitions, professional development partners, and the CWDB to build capacity of LWDB staff and partners. • Receive and review regional initiative quarterly reports, ensure report(s) are shared with LWDB directors and project leads • Have members from both WDBs participate in MOU partner meetings 	informed about current regional initiatives
<p>17. Professional development, training and capacity building of workforce staff and partners</p>	<ul style="list-style-type: none"> • IERPU will promote quality services by collaborating on professional development and staff training leveraging regional training coordination funds and other regional funding 	<ul style="list-style-type: none"> • Regional Indicator 4 (above) • Track number of workforce staff trained and evaluate impact of professional development

Appendix C: Public Comments Received that Disagree with the Regional Plan

During the public comment period, only one response was received in relation to the draft Inland Empire Regional 2021-2024 Workforce Development Plan. The response primarily provided a number of copy edits and some suggestions for content but did not indicate disagreements with the plan.

Appendix D: Signature Pages

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This Regional Plan represents the Riverside County and San Bernardino County Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act (WIOA)*.

The WIOA 4 Year Inland Empire Regional Planning Unit Plan is submitted for the period of July 1, 2021 through June 30, 2025 in accordance with the provisions of WIOA.

Riverside County Workforce Development Board

Local Workforce Development Board Chair

Chief Elected Official

Signature

Karen S. Spiegel

Signature

Patrick Ellis

Name

Karen Spiegel

Name

Chairperson

Title

Chair, of Board of Supervisors

Title

Date

04.27.2021

Date

ATTEST:
KECIA R. HARPER, Clerk
By *[Signature]*
DEPUTY

FORM APPROVED COUNTY COUNSEL
BY: *[Signature]* 4/29/2021
LISA SANCHEZ DATE

Appendix D: Signature Pages

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

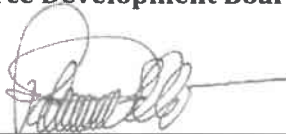
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Signature

Signature

Patrick Ellis

Karen Spiegel

Name

Name

Chairperson

Chairperson of Board of Supervisors

Title

Title

4/21/2021

Date

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San Bernardino County Workforce Development Board

Local Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Phillip Cothran

Curt Hagman

Name

Name

Chairperson

Chairperson of Board of Supervisors

Title

Title

Date

Date